



You don't know the half of it.[®]



This is where we aimed for the
moon and never looked back.



An orange circle with the word "ORLANDO" in white capital letters, surrounded by three concentric rings in blue, green, and orange.

This is where future Amazonians
are migrating and graduating.



ORLANDO

This is where fantastical
dreams become reality.



ORLANDO

This is where we welcome
all to join something bigger
than themselves.

Our regional leaders are in full support of welcoming Amazon HQ2.O.



Buddy Dyer
City of Orlando
Mayor
Buddy Dyer



Teresa Jacobs
Orange County
Mayor
Teresa Jacobs



Brandon Arrington
Osceola County
Chairman
Brandon Arrington



John Horan
Seminole County
Chairman
John Horan



Timothy Sullivan
Lake County
Chairman
Timothy Sullivan



TIM GIULIANI
President + CEO
Orlando Economic Partnership

1,000+
NEW RESIDENTS
MOVING INTO
ORLANDO
EVERY WEEK



Amazon, it's time to toss aside what you think Orlando is all about.

This is more than just a great place to vacation—it's also an amazing place to live and do business. Orlando is home to thinkers, dreamers and leaders. We're young and educated, hard-working and diverse, talented and high-tech. And we're eager to share with you the whole story of this thriving community.

Take me for example. I'm not exactly what most people expect. I'm a millennial, a President and CEO, a disrupter of conventional-thinking obsessed with the idea of reshaping what others see about my city. Orlando is well-known but misunderstood. Sure, this is a fun town, but it's also one of the most imaginative cities in America with a vibrant landscape and an animated culture.

We're more alike than you know. Orlando is growing like only Amazon would believe, adding more than 1,000 new residents and 1,000 new jobs every week. We've got land for expansion, manpower to empower, and infrastructure that is visionary. Our evolution didn't happen overnight; we've been preparing for our explosive growth for more than a decade. We're ready for you, Amazon. Let us show you the other half of Orlando.

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We're both on the rise – Let's grow together.

Our region is defining the promise and potential of the nation's third largest state. Just as Orlando sits squarely at the geographic crossroads of Florida, so does its earned reputation as the intersection of a globally recognized brand and its emergence as a dynamic, magnetic international city and one of the top 10 locations in the country for business, according to *Chief Executive Magazine*.

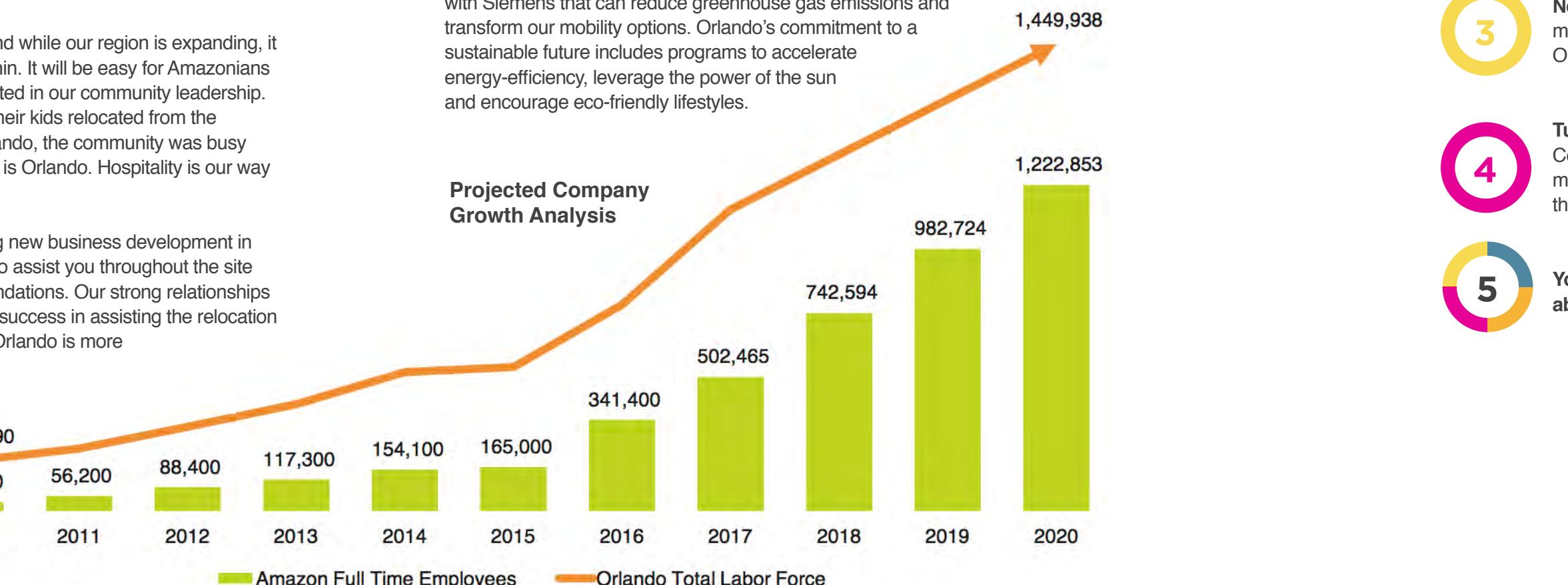
Blue sky potential and a pro-business ethos live here. A vast array of industries from video gaming to biomedical research thrives here. A full spectrum of businesses, headquarters to start-ups, grow here. Public and private leaders collaborate to solve tomorrow's demands here. An incredible outdoor lifestyle with year-round sunshine flourishes here. We are the world's top vacation destination and experts at hospitality for a reason. Like Amazon, we are dedicated to enhancing our guests' experience.

You'll find Orlando and Amazon share even more similarities. We quickly rose to fame after creating unique products and delivering exceptional customer service that is second-to-none. We have adapted and grown by extending service offerings, diversifying portfolios and creating new technologies that benefit the world. We share similar trajectories, growing exponentially beyond anyone's expectations.

Propelled by a culture of collaboration, a spirit of inclusiveness and a propensity for customer obsession, Orlando has been planning for its growth while quietly becoming one of the strongest business markets in the United States. How did this happen? How did Orlando become one of America's most surprisingly dynamic places? That's what you'll find out in this proposal.

When you are new to Orlando, you're not the exception—you're the rule. And while our region is expanding, it remains a small world when it comes to the welcoming spirit that dwells within. It will be easy for Amazonians to find common threads in the fabric of Orlando and quickly become integrated in our community leadership. Just ask our fearless leader, Tim. Less than one year ago he, his wife and their kids relocated from the Research Triangle to Orlando. Before the moving truck even made it to Orlando, the community was busy setting up playdates, planning dinners and sharing babysitter contacts. This is Orlando. Hospitality is our way of life.

As the region's economic development organization charged with cultivating new business development in this rapidly growing area, the Orlando Economic Partnership stands ready to assist you throughout the site selection process, during relocation and then on to the babysitter recommendations. Our strong relationships with the state's and region's political and business leaders contribute to our success in assisting the relocation and expansion of many companies every year. We invite you to learn why Orlando is more than just a great place to visit; it's also a great place to live and do business.



Talent and Workforce – Check!

With a robust labor pool of more than two million workers and a pipeline of 500,000 students within a 100-mile radius of downtown Orlando, we absolutely meet your needs for talent—even for software development engineers—now and into the future. We also have the ability to custom create scalability through the region's educational institutions who are ready and able to create programs that meet and exceed your needs. When it comes to recruiting team members to Orlando, the fact is, it often sells itself. Affordable, high quality living is a major driver in successfully relocating core, senior management staff here. Families enjoy year-round outdoor sports and recreation as well as an assortment of schools that meet the cultural and educational needs of all learners.

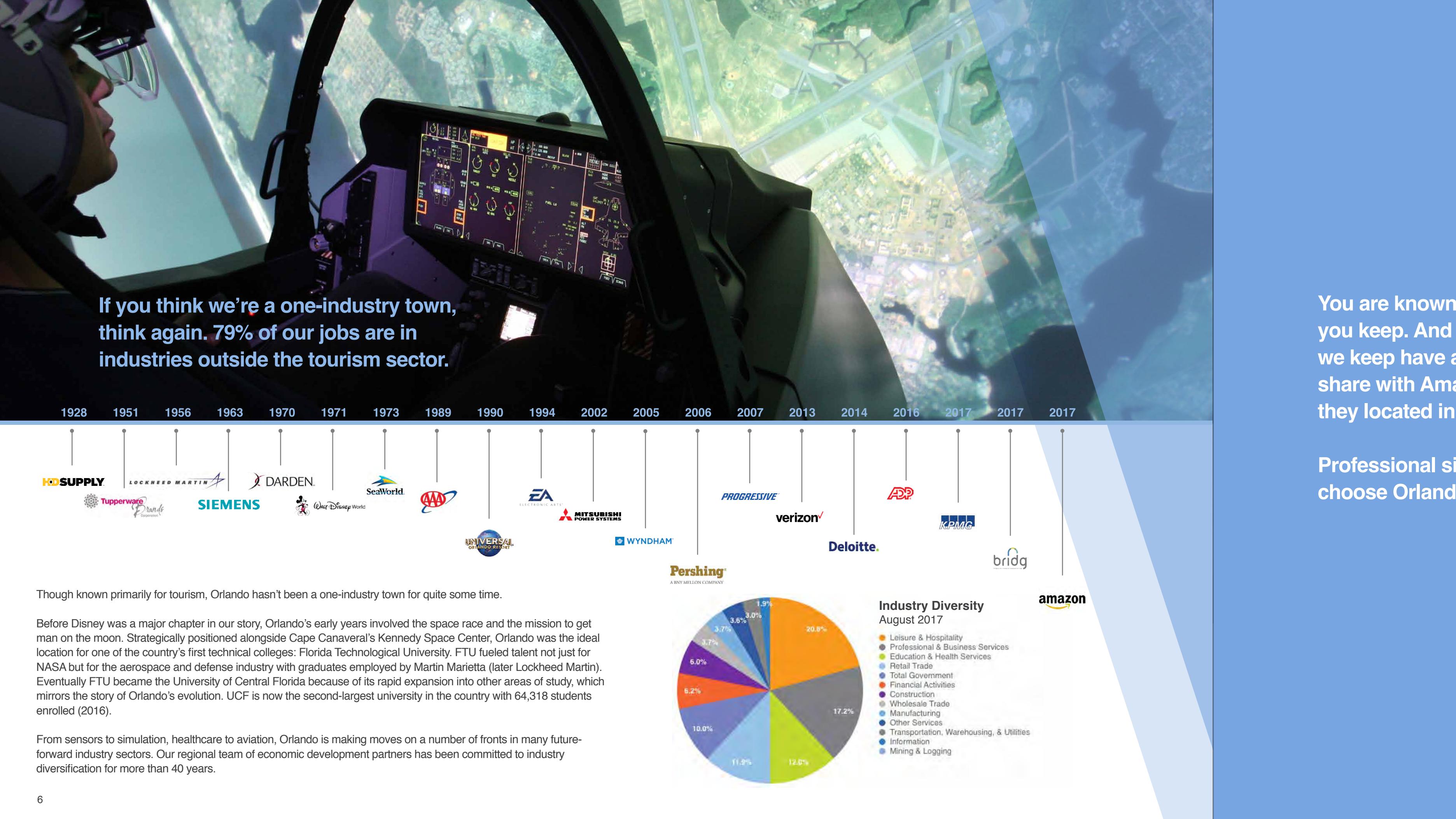
Infrastructure – Check!

In a time when many cities are struggling with crumbling infrastructure, Orlando is making \$10 billion in infrastructure investments for expansions and improvements that are well underway to road, rail, air, sea and even space travel in the region. These assets allow for the speedy and efficient means to move people and products around the globe and beyond. Our infrastructure projects are not slowed down by government red tape, in fact, just 20 percent of the region's road projects are federally funded, significantly lower than the national average of 80 percent.

With 68 million visitors per year, we're experts at transportation and communication. Orlando is wired for growth with ample fiber providers who are enhancing all aspects of life. For example, a data-driven technology roadmap is being deployed as part of Orlando's Green Works initiative in a partnership with Siemens that can reduce greenhouse gas emissions and transform our mobility options. Orlando's commitment to a sustainable future includes programs to accelerate energy-efficiency, leverage the power of the sun and encourage eco-friendly lifestyles.

Projected Company Growth Analysis

1. **Downtown Orlando** – Urban infill opportunity in the heart of downtown Orlando and Creative Village with access to mass transit and entertainment venues.



You are known by the company you keep. And the companies we keep have a lot they can share with Amazon about why they located in Orlando.

Professional site selectors choose Orlando.



"The opportunity to team up with other organizations was really important to us, and the ease of travel. It is because of that relationship that we chose to build the KPMG Learning Development and Innovation Center right here in Orlando's Lake Nona community."

— LYNN DOUGHTIE, Chairman and CEO, KPMG

KPMG, LLC is building its new 55-acre, 800,000-square-foot learning, development and innovation facility in Lake Nona located in the City of Orlando. KPMG expects to create 80 high-wage jobs in Orlando and make a **\$430 million capital investment**, the company's largest capital investment project ever. Construction on the state-of-the-art facility is scheduled to be completed in 2019. Once open, more than 20,000 KPMG associates will train here annually.



"Ultimately, ADP was impressed with the Orlando region's strong demographics, workforce and talent pipeline. The company focuses on hiring recent graduates with 4-year degrees and the University of Central Florida's annual graduating class of more than 24,000 among its 63,000 students overall was certainly a draw."

— WADLEY DONOVAN GUTSHAW CONSULTING GROUP

ADP, LLC located its new office in the City of Maitland in Orange County, hiring 1,600 new employees within the next five years and making a capital investment of **\$28 million**.



"The Orlando area proved to be a great location for the U.S. Delivery Center. We met our initial hiring goals in half the time we expected it would take and given the success of the center and to stay ahead of clients' needs, we're adding up to 850 new jobs to our Lake Mary Center. The strength of the region – including a thriving international community and well-respected educational institutions, providing access to skilled, tech savvy workers – confirms our original choice for this location and makes expansion an easy call."

— BERT NAQUIN, Managing Director, Deloitte Consulting LLP and Center Director

Deloitte Consulting, LLP has hired 1,600 people in two to three years at its U.S. Technology Delivery Center, in Seminole County. The company has made a **capital investment of \$24 million** and is now on its third wave of hiring in the Orlando region.



Once upon a time...

A man named Walt Disney came to Orlando. There he found the space he lacked in California. Finally there was room to create, unburdened by the disorderly sprawl that had grown up around Disneyland. Walt Disney World Resort would include not only an amusement park like Disneyland but also hotels, cruise ships, campgrounds, golf courses, and shopping villages. Walt Disney World became the premier vacation destination in the world almost overnight.

One of Walt Disney's last plans had been for the Experimental Prototype Community of Tomorrow, "EPCOT" as he called it. A combination of Future World and World Showcase, Epcot Center broke ground in 1979 representing an investment of over \$1 billion dollars, or \$3.5 billion today.

Fantasy Meets Reality

Space. Unencumbered room to create. Historic investment. Land transformed into a global destination seemingly overnight. The ability to imagine and bring to reality the prototype of tomorrow. Orlando can be Amazon's new frontier—an experimental, technology-rich community of tomorrow helping to drive its next industrial disruptions. This is not a fairytale. This is our proven history and our certain future as one of the world's great cities.

Our demographics mirror the larger U.S. population. Why does this matter to Amazon? Orlando's diversity allows companies to use Orlando as a testing ground for scalable innovations. Pilot programs of all types from healthcare technology to automated vehicle testing are creating breakthroughs here every day. For example, Florida Hospital can provide one-of-a-kind access to real-time patient data from its Orlando location.

We are prepared for, and dedicated to, shaping tomorrow. This manifesto is reflected in the myriad of regional initiatives underway from substantial investment in our infrastructure, business-friendly governance and collaborative educational ecosystem to our accelerated implementation of sustainable solutions and commitment to inclusivity. Tomorrowland was imagined here and its spirit of innovation through technology propels Orlando forward.

Tomorrowland's Testing Grounds

Our boundless connectivity is a catalyst for innovation and the region is quickly becoming a testing ground for the world. For example, in 1992, the city partnered with Avis, GM and the United States Department of Transportation (U.S. DOT) to test GPS navigation in rental cars. Fast-forward 25 years and now the region is an innovation center for automated vehicle technology.

The U.S. DOT recently designated Orlando as one of ten automated vehicle (AV) proving ground sites. Through the Central Florida Automated Vehicle Partnership, which includes local academic, private sector and government agencies, the foundation for the safe testing, application demonstration and deployment of new automated vehicle technologies is being carried out here.

Through the Central Florida Automated Vehicle Partnership, research and simulation will be conducted at some of the area's universities including UCF and Florida Polytechnic University. Research and simulation will be conducted at our universities, including the University of Central Florida and Florida Polytechnic University. Safety and policy compliance review will be managed by the College of Law within Florida A&M University-Florida State University (FAMU-FSU) College of Engineering. Other participating facilities include the Roadway Network and Swamp Works Lab at NASA's Kennedy Space Center, the UCF Transportation Lab, the City of Orlando's downtown urban core, interstates, expressways, and SunTrax—the only dedicated high-speed AV and tolling testing center in the southeastern United States.

House Bill 7027 was passed in 2016, which cleared the way for all forms of AV testing. Florida's support, in combination with the access to qualified talent, has attracted one of the leading companies working to disrupt the automobile industry, Luminar. Luminar Technologies, Inc. is producing advanced sensor technologies for the autonomous vehicle industry.

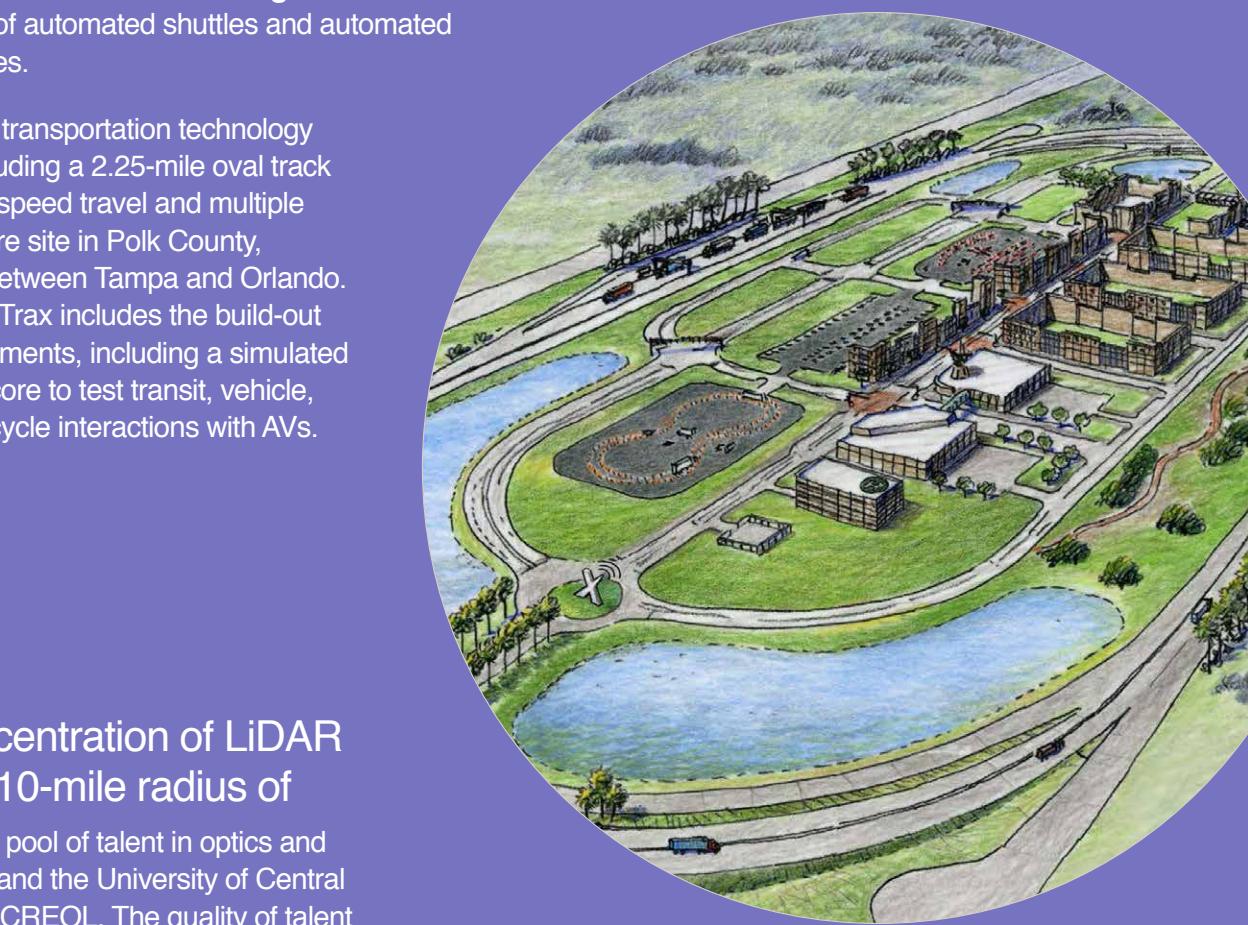
Highlights

NASA Kennedy Space Center (KSC) will provide a controlled testing facility that offers the ideal contained environment with a vast roadway network and secure access. KSC can conduct controlled extreme environment testing for significant weather events and unusual roadway conditions.

The Cape Canaveral Spaceport offers many benefits to the emerging commercial aerospace industry. With the legacy of NASA and the Air Force, its experienced local talent, innovative workforce, mature industrial base and suppliers make the CCS an ideal place for operations. More than just operations, the CCS has become the hub for human spaceflight transportation development. Both the Orion Multi-Purpose Crew Vehicle and the CST-100 Commercial Crew Transportation System have been selected to undergo final assembly and test operations at the CCS.

Transit testing on **LYNX's LYMMO Orange** line in downtown Orlando is exploring the use of automated shuttles and automated shared-use vehicles.

SunTrax is a new transportation technology testing facility, including a 2.25-mile oval track designed for high-speed travel and multiple lanes on a 400-acre site in Polk County, centrally located between Tampa and Orlando. The vision for SunTrax includes the build-out of multiple environments, including a simulated downtown urban core to test transit, vehicle, pedestrian and bicycle interactions with AVs.



JASON EICHENHOLZ
Co-Founder + Chief Technology
Officer of Luminar

"Orlando is home to the highest concentration of LiDAR expertise in the world — all within a 10-mile radius of our building. There is a huge infrastructure and pool of talent in optics and photonics between multiple Fortune 500 companies and the University of Central Florida's College of Optics and Photonics, known as CREOL. The quality of talent is unbeatable, and I've been able to put together a world-class team with more than 800 years of combined LiDAR experience to work on R&D, engineering and manufacturing. All of this has come together to build a system that meets the needs of the world's top AV programs, including Toyota Research Institute."

Orlando's Got Talent

Orlando is the perfect place to find many of your future Amazonians.

We have the talent pool you need to get started right now and the continuously flowing pipeline to keep that pool filled with candidates. Candidates who are not only qualified, but also more inclined to stay in the region. Our lifestyle, amenities, and tax climate and wealth make people want to plant roots here. Add industry-leading Amazon to the mix as a major employer, and that talent is a "self-pool-filling prophecy," for continued recruitment and development.

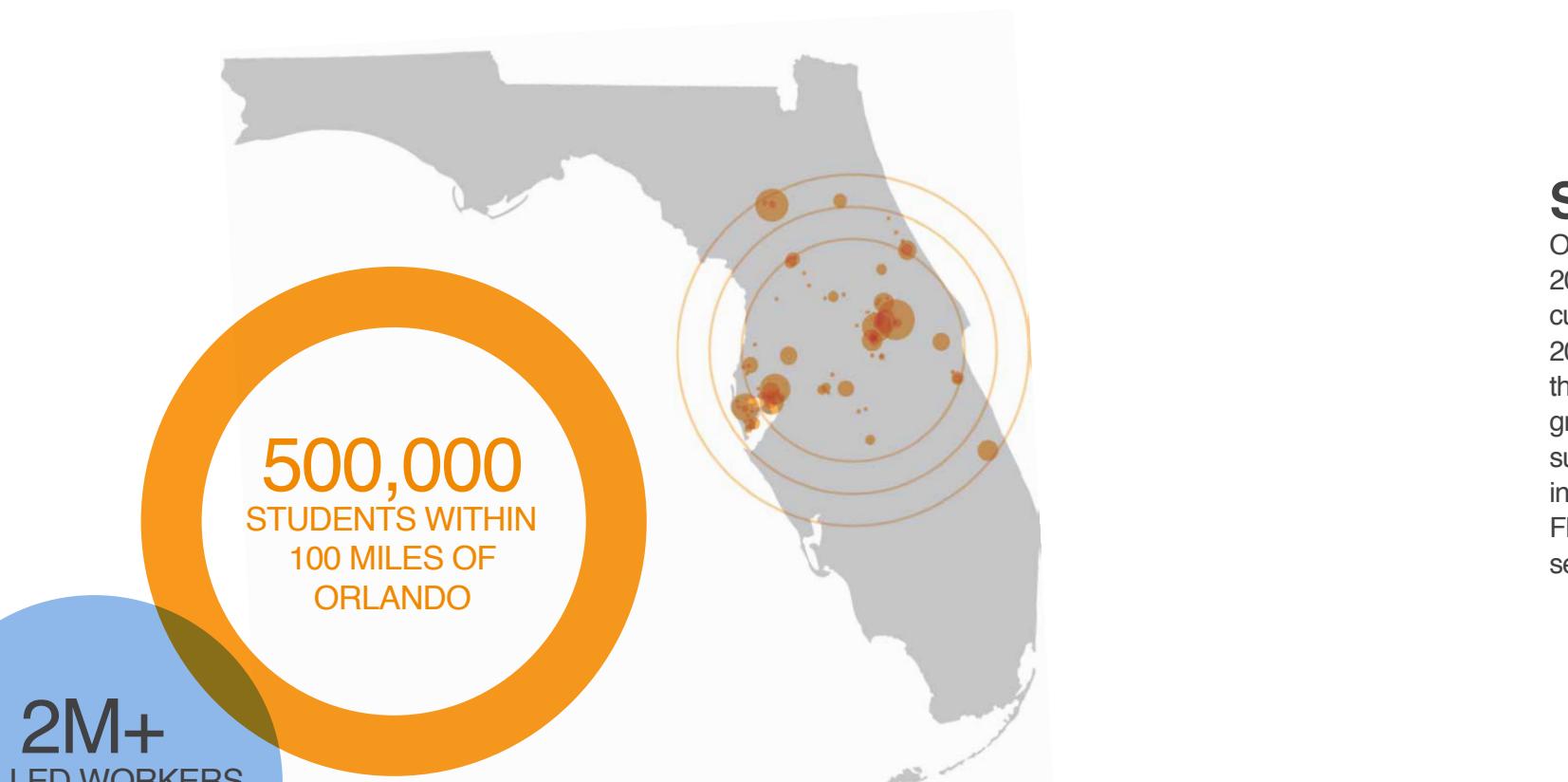
From its customer-friendly roots to cutting-edge aspirations, there's a reason Orlando has successfully attracted some of the biggest names in the business. And as executives of recently located headquarters have found, exceptional employees from all over the world are attracted to Orlando because of its quality of life and favorable cost of living. Powerhouse technology companies including FIS, Fiserv, Oracle, Lockheed Martin, SAP, Universal Studios, and Veritas have discovered an environment that is rich in innovation, deep in talent, and committed to doing what it takes to help local companies succeed.

Each occupation sector relevant to Amazon's operations has seen positive, if not double-digit growth over the last five years. Our exceptional university and college system combined with our unique quality of life ensures a strong and stable labor pool.

Amazon's Regional Labor Pool

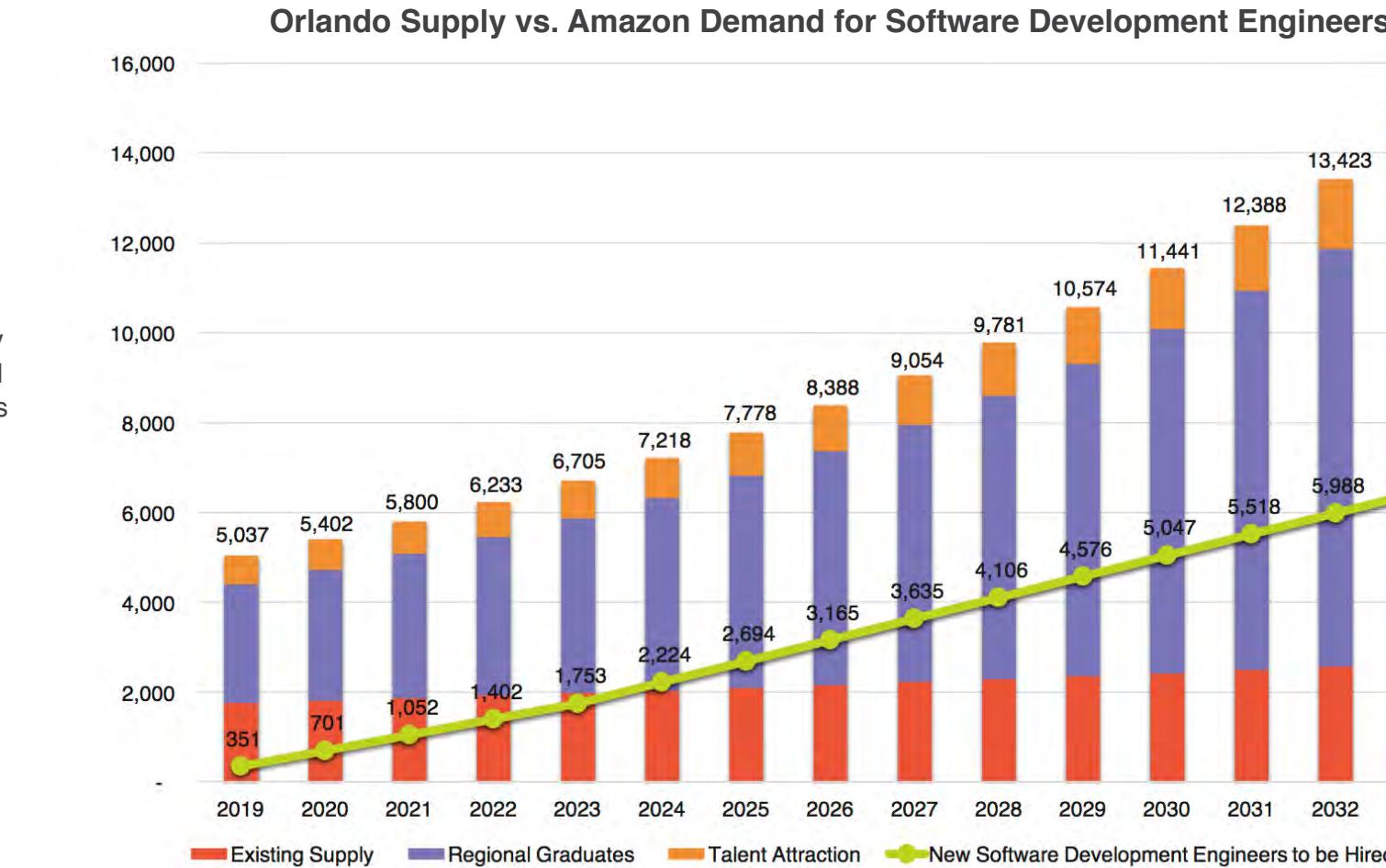
Occupation Categories	Employment (2016)	Growth 2011-2016
Software Engineers	16,183	14.7%
Engineering and Tech Talent	39,710	15.8%
Executive and Management	39,907	14.2%
Finance and Accounting	29,948	10.3%
Legal	14,350	9.3%
Administrative Services	143,185	16.3%

Source: EMSI 2017 Q3, QCEW Class of Worker, U.S Bureau of Labor Statistics

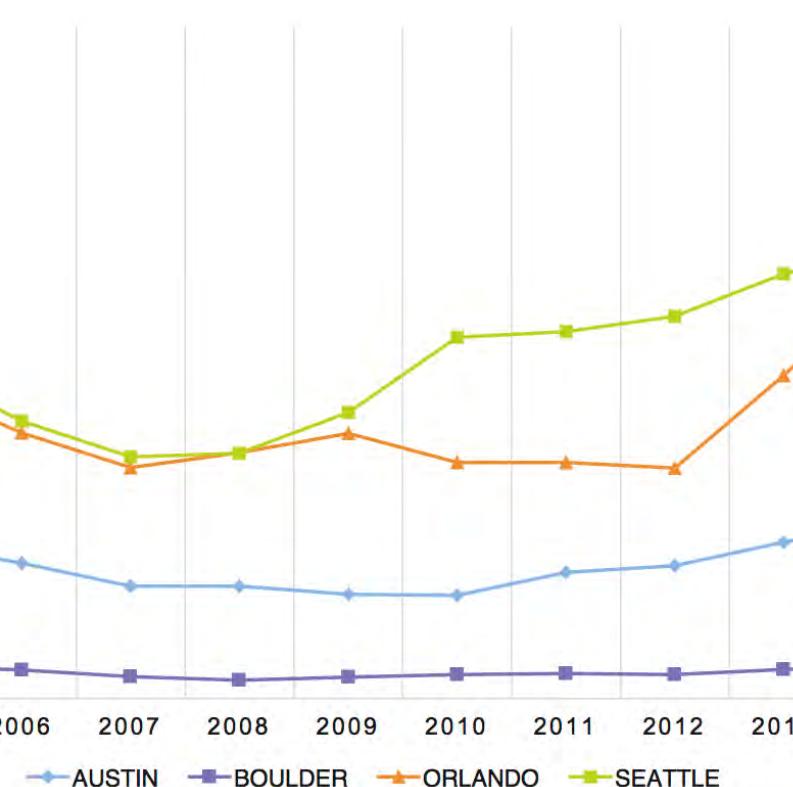


Software Development Engineers

Our regional talent shed can meet your needs for SDEs from day one of project initiation in 2019. Using an estimate of square feet per worker and our knowledge of Project Golden's current workforce, we modeled the number of SDEs that the project would need through 2033, the projected end of phase three construction. We then anticipated our regional supply through to completion of phase three, incorporating our existing supply of SDEs, our regional graduates, as well as the talent we can attract to our region. As you can see below, Orlando's supply of SDEs consistently surpasses the estimated demand with room for growth beyond initial projections. Even through 2033 it would not be critical to hire from outside the Central Florida Region, giving you the flexibility to recruit the best and brightest from wherever you see fit.



Total Degree Completions (Software Development Engineers)



Not only does Orlando have the workforce and graduates to meet the demand for SDEs through phase three of the project, Orlando's strong university system has demonstrated the potential to quickly increase production of SDEs. Between 2012 and 2014, our region's universities increased the graduation rate of SDEs by an additional 83%, the largest and fastest percent increase when compared to Austin, Boulder, and Seattle. Not only did Orlando produce SDE graduates faster than other metropolitan statistical areas (MSAs), but our region's SDE capacity is also larger than other major metros. Orlando is only second to the Seattle MSA when it comes to annual SDE graduates.



Value-added talent

90 percent of the time, Orlando's labor is less expensive than the national average. When considering Amazon's future workforce, from accountants to software engineers, Orlando's talent comes with a lower price tag than other major metros. These include Seattle, Charlotte, Atlanta, Dallas and Chicago. In fact, cost savings in Orlando is as high as 27 percent when considering the wage of software engineers compared to those in Seattle.

Orlando's low cost of living and pro-business climate is a benefit to your payroll and your employee's paycheck. Orlandoans can achieve a higher quality of life on a smaller dime compared to other large metros.

Wage Rate Comparison

Job Function	Mean Base Pay	Mean Benefits	Mean Total Compensation	Mean Bonus	Mean Stock Options	Mean Retirement Savings	Mean Health Insurance
Software Engineers	\$43.94	\$60.47	\$47.68	\$34.56	\$48.20	\$49.29	\$45.97
Engineers and Tech Talent	\$33.82	\$42.04	\$39.20	\$31.35	\$37.43	\$40.03	\$36.64
Executives and Managers	\$51.26	\$59.55	\$58.25	\$49.72	\$55.72	\$62.35	\$54.13
Accounting and Finance	\$26.54	\$33.43	\$37.85	\$27.68	\$34.20	\$30.16	\$36.71
Legal	\$54.18	\$49.03	\$49.63	\$42.33	\$51.16	\$55.19	\$52.53
Administrative Services	\$17.92	\$22.84	\$20.50	\$19.28	\$20.12	\$20.64	\$20.59

A close-up photograph of a person's face, showing their forehead, nose, and part of their hair. They are wearing a black graduation cap (mortarboard) with a gold-colored tassel hanging down. The lighting is dramatic, with strong highlights and shadows.



Meet Raj Kestha Amazonian

ars of his life, Shree Raj Shrestha rarely left the country. In 2011, while he was still in Nepal he traveled to Orlando to interview for Rensselaer Polytechnic Institute. He earned that scholarship, and since arriving at RPI, he has had many opportunities to gain experience that would rival any in the country. In 2014, he interned at Amazon's Seattle headquarters and created a software application for the company. Ten days after he graduated, Shrestha returned to Nepal.





“Universal Parks & Resorts relocated its worldwide headquarters to Orlando nearly a decade ago, after being in the market for many years before that. We have found Central Florida to offer world-class quality of life, talent, training and educational systems. Local leaders have been supportive and helpful as we have continued our significant investment in the future of our business and our community.”

-TBACEY STOCKWELL | SVP/CP

We've Got Skillz

Built to win the space race and to execute Disney's futuristic fantasies, Orlando has been a tech hub for decades, drawing the boldest minds in tech talent from around the globe. Today, that talent has evolved and expanded into industries that surpassed even Walt Disney's wildest dreams, including modeling, simulation and training; data analytics; computer programming; cybersecurity; virtual, augmented and mixed reality; gaming and film/digital media.



Modeling, Simulation and Training (MS&T)

UCF's Institute for Simulation and Training is an internationally recognized research institute that focuses on advancing human-centered modeling and simulation technology. One example is the new Veterans Affairs national center for medical simulation in Orlando, training VA providers from more than 150 VA hospitals and 900 clinics, who will then train their own staff—more than 300,000 of them nationwide.

Analytics

Together, with an industry advisory board of more than 40 entrepreneurs and data scientists representing companies like Amazon, Lockheed Martin, IBM and Deloitte, UCF launched the state's first advanced degree that specifically addresses the growing need for big data and data analytics professionals. Similarly, UCF's data mining program—the first in the nation—enjoys industry collaborations with CitiBank, Johnson & Johnson and Darden Restaurants. UCF's Complex Adaptive Systems Laboratory has developed cutting-edge research on fraud detection for Royal Bank of Canada and has proposed innovative bot detection for online giants, including Amazon.

Computer Programming

The University of Central Florida's computer programming team ranked No. 1 in the U.S. and No. 13 in the world at the World Association of Computing Machinery's International Collegiate Programming Contest, an elite contest known as the "Battle of the Brains." UCF bested UC Berkeley, M.I.T., Princeton, Cornell and many more. For 35 consecutive years, UCF has placed in the top three in its region, a record unmatched by any team in the nation.

Artificial Intelligence

Orlando's role as the hub of advanced thinking in computer vision and artificial intelligence is coming into focus. Home to one of the largest computer vision research groups in the country with more than 50 researchers, UCF is a training ground for future computer vision and AI leaders—one of Amazon's principal research scientists is among them. Nearby, UF's Center for Vision, Graphics and Medical Imaging promotes basic and applied research in computer vision and vision graphics. Both UCF and University of Florida (UF) drive innovation in natural language technologies and human-centered computing that improve machine learning and broaden industry applications.

Cybersecurity

Orlando's colleges and universities are proving grounds for hackers who use their powers for good. Both UCF and Embry-Riddle Aeronautical University are home to NSA and Department of Homeland Security accredited National Centers of Academic Excellence in Cyber Defense Education, and UCF is home to a National Center of Academic Excellence in Cyber Defense Research. UCF's Cyber Defense Team, Hack@UCF, has won the National Collegiate Cyber Defense Championship three times, and more than 200 members train and compete. At Stetson University, the computer science department leads an annual "ethical" hack against the university, strengthening the university's security.

Virtual and Augmented Reality

Just last year, Full Sail University opened a brand new, fully equipped, state-of-the-art Virtual Reality/Augmented Reality (VR/AR) and Fabrication Lab to meet the future demand for content and applications developed specifically for virtual and augmented reality technologies.

Gaming

Between FIEA, Full Sail University and The Digital Animation and Visual Effects (DAVE) School, Orlando graduates the best and brightest in game development. Orlando's Indienomicon community is one of the nation's only communities for independent game developers (Jeff might know a little something about this group). They host Indie Galactic Space Jam every year in partnership with Space Florida—the only space-themed game development conference in the world.

Film and Digital Media

Full Sail uses an around-the-clock schedule that emulates the demands of the entertainment and media industries. The university also enrolls and graduates students monthly—making graduates available to the industry year-round. With assets like one of the largest motion capture stages in the Southeast at Orange Technical College and one of the nation's top-rated film programs at Valencia College, Orlando is driving innovation in the film and digital media sector.

Heather Lawrence

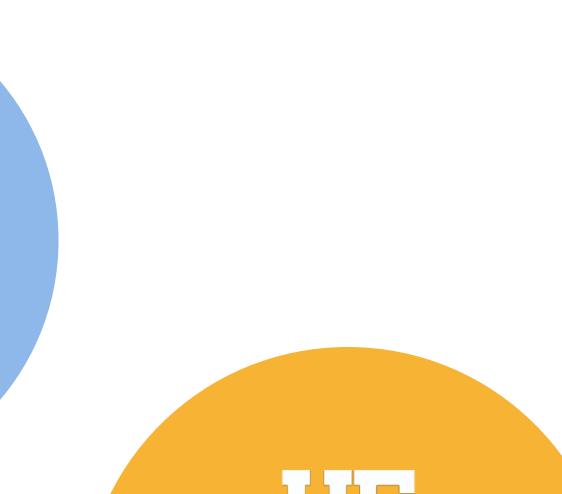
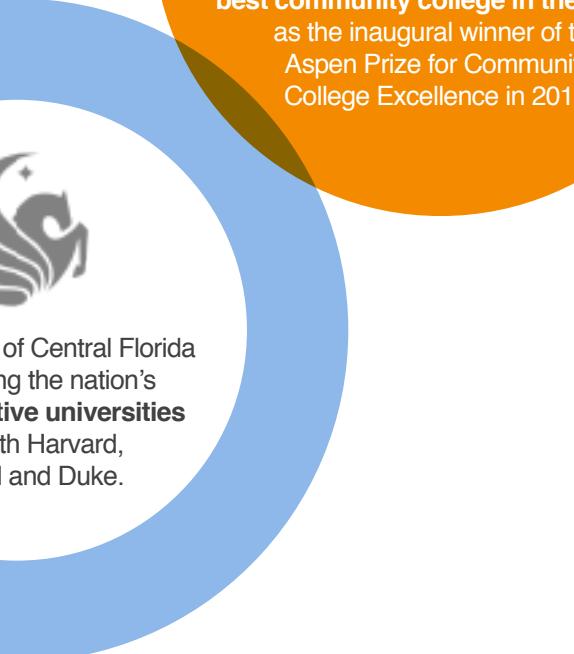
Future Amazonian

UCF's Heather Lawrence wants to discover ways to teach computers to analyze and fend off cyber attacks to reduce the burden on human defenders. She's a U.S. Navy veteran and former president of the UCF Collegiate Cyber Defense Club, the popular 280-member student organization also known as Hack@UCF. She recently earned her a master's degree in computer engineering.

Lawrence served six years in the U.S. Navy as a nuclear engineering technician, including four years stationed on the aircraft carrier USS Carl Vinson (CVN-70). After returning to civilian life, she attended Valencia College then transferred to UCF where she earned a bachelor's degree in computer engineering in 2015. Lawrence said her Navy experience was an important stepping stone that prepared her for continued success in college.

"One of the best things my mom ever did for me was get me a computer when I was 12. It was a computer built from pieces of other computers. She didn't know how to use it so I had to figure out how it worked. To be successful, the main quality people need is relentless curiosity."

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Talent Pipeline: Delivering Results

The principles that power Amazon are ones shared with Orlando's diverse collection of colleges, universities and even K-12 institutions. From small, industry-specific magnet programs to large, public research universities, Orlando's breadth of institutions virtually guarantees there are academic programs and graduates for any workforce need.

There are more than 130 four-year higher education institutions within 200 miles of Orlando, graduating more than 40,000 students annually in fields that fit Amazon's needs. More than half of those graduates specialize in management, engineering, or other technological fields of study. What's more, 35 percent of the engineering students graduating within that 200-mile radius are found in Orlando's backyard at either Full Sail University, the University of Central Florida, or Rollins College. Over the last three years there have been more than 10,200 computer science graduates within 200 miles of Orlando.

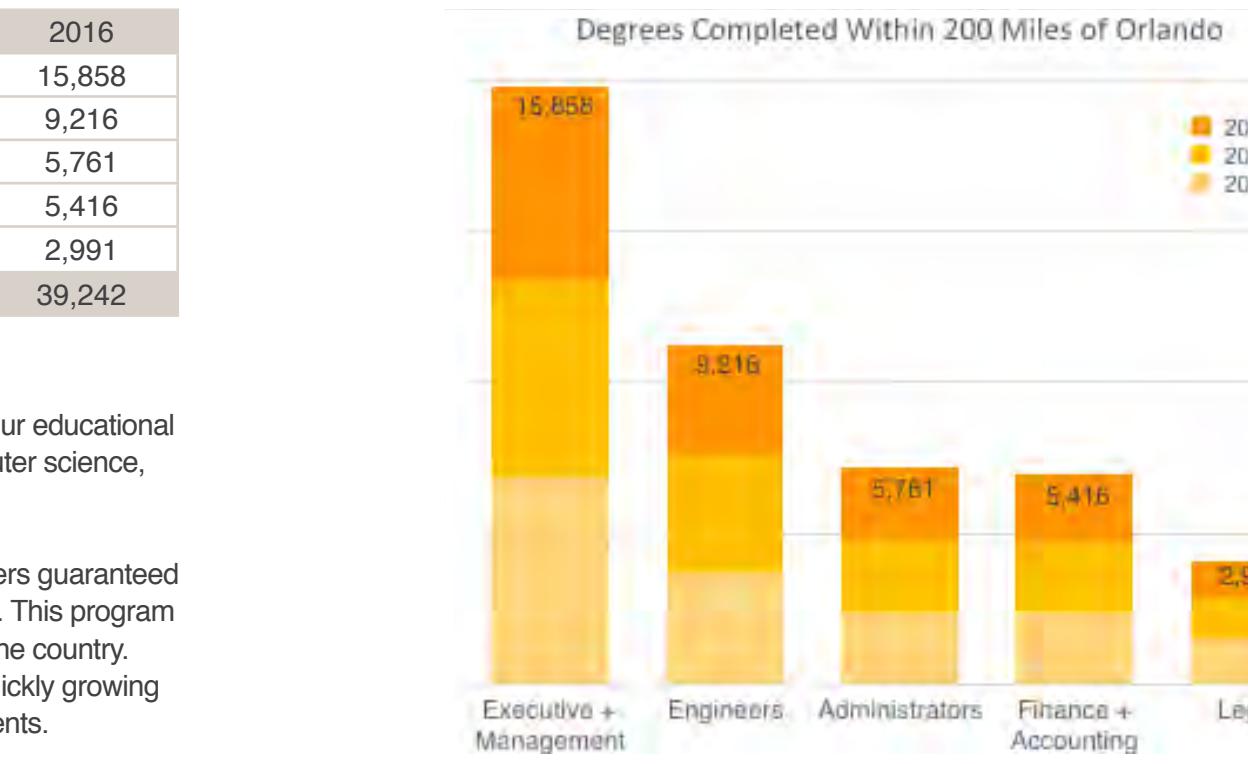
Annual graduates within 200 miles of Orlando Relevant to Amazon job categories

Degree Category	2014	2015	2016
Executive and Management	17,099	16,499	15,858
Engineering and Other Tech Talent	9,240	9,701	9,216
Administrators	6,019	6,118	5,761
Finance and Accounting	5,972	5,932	5,416
Legal	3,806	3,487	2,991
TOTAL	42,136	41,737	39,242

National Center for Education Statistics

Some of our greatest attractions are our nationally ranked colleges and universities. The scale of our educational institutions is matched only by their excellence, with national reputations in engineering and computer science, gaming, optics and photonics and modeling and simulation.

Bolstering our talent pipeline is the University of Central Florida's DirectConnect program. UCF offers guaranteed admission to anyone graduating with an associate's degree from one to six regional state colleges. This program has been recognized as one of the most productive university-community college partnerships in the country. DirectConnect expands Central Florida students' access to higher education and diversifies our quickly growing workforce. Since its inception in 2005, 36,512 degrees have been awarded to DirectConnect students.



STEM: Growing our Future Graduates

K-12 schools around the region are expanding technical curricula to fill the needed talent for new-to-market organizations.

Lockheed Martin invested a \$2 million multi-year grant for STEM education programs for Orange County Public Schools in 2015. The STEM curriculum is offered through Project Lead The Way (PLTW), the nation's leading provider of K-12 STEM programs.

Northrop Grumman created two educational initiatives, the Wekiva High School Laser Photonics Career Academy and the Laser Systems High School Involvement Partnership Program to prepare students for careers in the advanced manufacturing industry.

The School District of Osceola County opened the nation's first engineering and mathematics intermediate school, Discovery Intermediate, where fifth grade students enroll in relevant college and career preparatory curriculum with courses in design and modeling, automation and robotics, energy and the environment and flight and space. They also created the country's first K-12 mobile STEM lab, a 45-foot motor coach equipped with seven interactive student learning stations.

Full Sail University offers STEM-related online classes for K-12 students through Full Sail Labs.

Seminole County Public Schools is expanding computer science instruction, including a district-wide implementation of "Kindergarten Coding," introducing kindergarteners to computer programming through lessons in coding.

Florida Virtual School is an online school dedicated to personalized learning. Students throughout Florida and beyond can access more than 150 courses, including Advanced Placement math and sciences.

Early Learning Coalition

Access to high-quality early child care and education is available across the Orlando region through a variety of local programs administered by the numerous Early Learning Coalitions, which have a presence in all of the major counties and communities. The Coalitions' impact early-learning in preparing the workforce of tomorrow by placing children in different learning programs, providing services to working parents and assisting families who have children with special needs.

Magnet Programs

Throughout Orlando, magnet programs have been established within middle and high schools to provide opportunities for students to engage in intensive study in specific areas. These programs allow students at an early age to explore careers and to develop skills in broad disciplines: bioscience, finance, engineering, science, technology, healthcare and hospitality, as well as microelectronics engineering, simulation applications, aviation and aerospace engineering, global information and future technologies.

Career Academies

Several Orlando high schools are home to career academies. These personalized learning communities provide a setting for students to learn both academic and technical curricula within the context of an industry. They allow students to prepare for college careers and to interact with the local business community. For example, Crooms Academy of Information Technology offers a rigorous academic program and technology focused coursework in the areas of multimedia design technology, computer programming and network systems technology.



Programs at Montverde Academy focus on engineering and robotics at two state-of-the-art science labs.

Salman Mujtaba

Future Amazonian

Coming from a modest-class family of Islamabad, Salman Mujtaba used his \$60-per-year public school education to work wonders. He passed his high school courses with straight As and ventured to the U.S. to study accounting at Stetson University. He was the first student ever to pass exemption exams for introductory financial and managerial accounting.

He graduated with his bachelor's degree with a near perfect GPA in only two and a half years, setting a record at Stetson University and receiving an award as the accounting department's outstanding senior. Salman completed an internship with TopBuild Corp. where he gained practical experience in IT controls, auditing and the basics of corporate life. He is currently pursuing a Master of Accountancy at Stetson and preparing for the Uniform CPA exam. A modest background hasn't hindered Salman from advancing in life, and he says his pursuit of success certainly won't stop here.



Barbara Jenkins, Ed.D. Superintendent, OCPS

Superintendent Barbara Jenkins was one of four finalists for the 2017 National Superintendent of the Year. She is the current Florida Superintendent of the Year. Under her leadership, Orlando County Public Schools won the BROAD Prize for Urban Education. This award, considered the Nobel Prize for Public Education, recognizes school districts for large increases in student achievement. This includes narrowing the achievement gap among low-income students and students of color.

Collaborative Education Ecosystem

Think Big. Insist on the Highest Standards.

The convergence of education and industry has exploded into a burgeoning tech ecosystem, where designers, entrepreneurs and investors are bound together by creative co-working spaces, incubators, accelerators and supportive civic entities. From shared curriculum design to workforce development to employee tuition discounts and more, Amazon and Orlando's education community will be partners in the truest sense.



John Hitt, Ph.D.

President, UCF

"The University of Central Florida is known as the partnership university for a reason. We stand ready to assist Amazon in creating the workforce of tomorrow by enhancing our efforts to meet the company's needs as we've done time and again for our business community."

Industry Driven

Ensuring a quality workforce means working side-by-side with industry to anticipate and meet future needs. That's what happened when Verizon Communications relocated its finance hub to Orlando and partnered with the University of Central Florida to launch a capstone business course on the Internet of Things. And when the Walt Disney Company asked UCF to develop a 12-month deep machine learning program to train its technical staff. Partnerships like these give businesses direct access to skilled talent both in and outside the classroom.

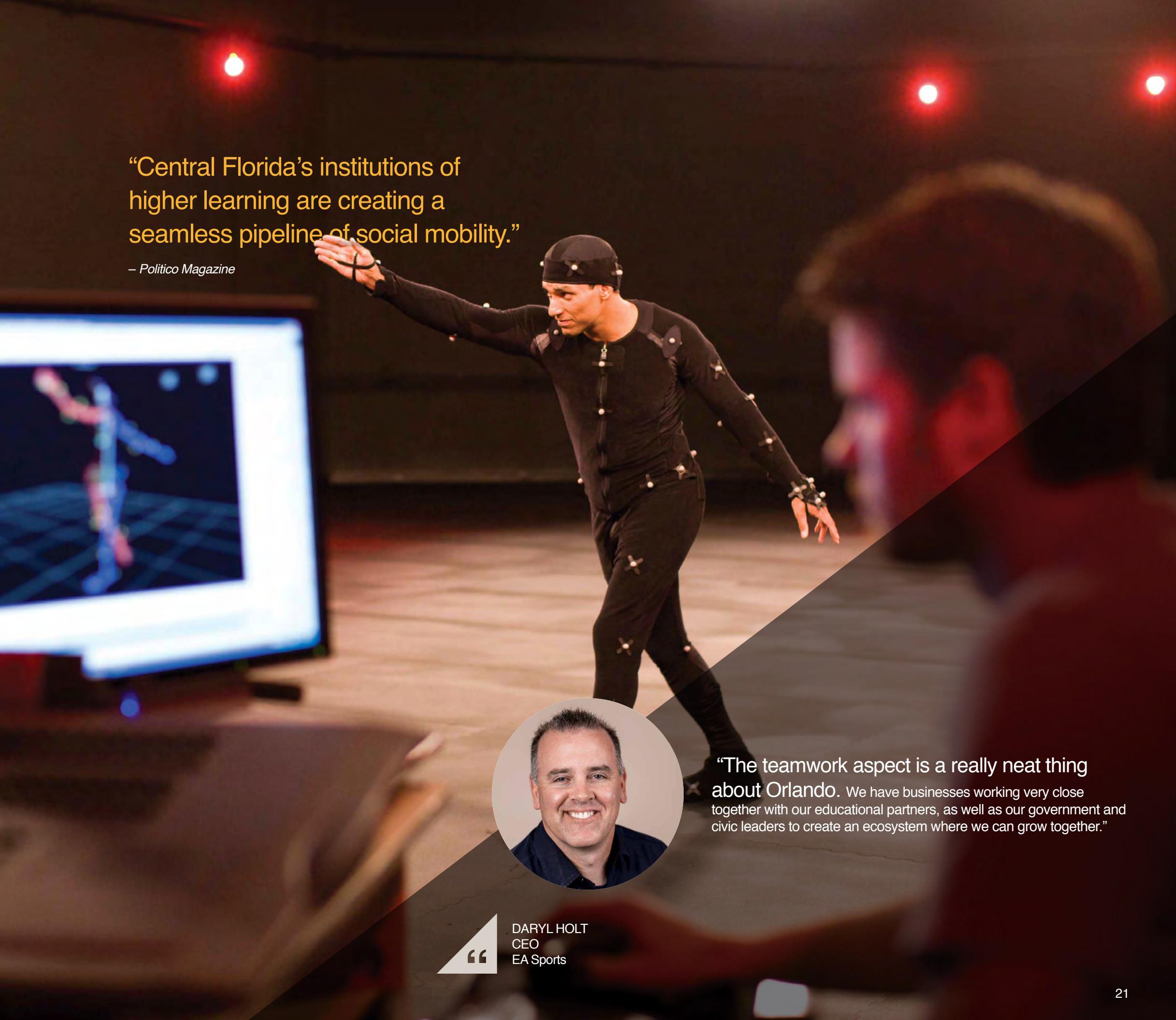
Active Partners with Industry

Seminole State College and Valencia College have a long history of working with businesses to provide innovative workforce training programs. The colleges were instrumental in recent economic development successes that attracted Verizon and Deloitte, which collectively created nearly 3,000 new jobs in the region. Both Seminole State and Valencia modified curriculum to include additional software language education to increase software engineer graduates at UCF. Seminole State created an additional accounting certificate program that allowed Verizon personnel the necessary instruction to pass the exam for Certified Public Accountants.

- Valencia College has also worked with companies like Northrop Grumman to create a specialized program to respond to the industry demand for laser technicians.
- Located in Orlando is the Florida Interactive Entertainment Academy (FIEA), created more than a decade ago in collaboration with the City of Orlando, state of Florida and Electronic Arts to cultivate high-wage creative jobs needed by Electronic Arts Tiburon (now EA Games).

Better Together

The Florida High Tech Corridor is an economic development initiative of three of the country's largest research institutions, the University of Central Florida, University of Florida and University of South Florida. Together, this unique partnership drives high-tech economic development through a matching grants research program, new technology degrees and workforce development and statewide resources for entrepreneurs. Since 1996, the Corridor has partnered with 350 companies on more than 1,350 projects ranging from aerospace to sustainable energy.



"Central Florida's institutions of higher learning are creating a seamless pipeline of social mobility."

— Politico Magazine



"The teamwork aspect is a really neat thing about Orlando. We have businesses working very close together with our educational partners, as well as our government and civic leaders to create an ecosystem where we can grow together."

“

DARYL HOLT
CEO
EA Sports



Laws of Attraction

We understand that to achieve Amazon's workforce goals, we will once again harness the power of our partners to create forward-thinking talent attraction programs. Fortunately, the happiest place in the world is also one of the happiest places to work.

Named a magnet for young, diverse talent by *Forbes*, inspired talent is coming in big numbers and staying. Orlando is a wonderful place to live and a great place to build a career.

In a recent survey, 75 percent of graduates from the University of Central Florida work in the 11 counties surrounding UCF, and 90 percent plan to stay in the Florida area. That's 11,250+ graduates each year added to our regional workforce, just from one large university. And for the right job, many more will stay.

Magnet for young,
diverse talent

11,250+

Graduates added to workforce each
year from UCF alone

75%

Of UCF's graduates work in the 11
counties surrounding UCF

90%

Plan to stay in the region

Attraction Campaign: Come Back to Move Ahead

We've produced a lot of talent over the years, and that talent loves to move back to Orlando. When the opportunities arise, Orlandoans are excited to come back to a place that has grown exponentially in the last ten years. That's why our region's past talent attraction campaigns have been so successful.

The large scale and collaboration of our higher educational institutions makes it easy for us to measure former graduates and create targeted campaigns to attract and retain former graduates in our region.

When Northrup Grumman decided to locate just east of Orlando, the region's workforce development organization, CareerSource, launched a successful state-funded campaign to recruit engineers.

CareerSource Florida and Central Florida have committed to attracting the best talent possible to Orlando for Amazon.

"Return to Florida" campaign

CareerSource will run a "Return to Florida" campaign utilizing special arrangements with Indeed and LinkedIn, as well as a customized landing page for Amazon, customized promotional material, CareerSource account manager, company liaison to coordinate activities and a variety of career fair activities. CareerSource will provide staff members to develop and implement a college career fair campaign, including staff that will travel to recruit graduates in desired engineering and technical specialties. Staff will attend career fairs and coordinate messaging with the company's online and social media recruiting strategies.

Spouse Relocation Assistance

Employment assistance and labor market information will be made available throughout all the phases of the project. CareerSource will develop a website specific to transferring employees which may include customized recruiting materials and messaging that will become a part of the social media and online strategy for transferring employees and spouses. Team members from Orlando who are familiar with the relocation process will visit Amazon to discuss the benefits of the region, answer questions and otherwise assist employees.

Attracting Special Populations
Customized landing pages will be designed to meet Amazon's specific talent recruitment needs, including veteran hiring. These custom landing pages will be built specific to Amazon's hiring needs with updates and improvements developed throughout all phases of the project.

Dedicated Staff

To assist with the coordination of the company's recruitment, assessment, hiring and other needs of the company, CareerSource Central Florida will fund a staff person to liaise with the various agencies and companies participating in this proposal. Amazon will select the liaison.

Funding for dedicated campaigns for Amazon could also be available from the Florida Job Growth Grant Fund. This new incentive fund was recently approved by the Florida Legislature and signed into law to help improve public infrastructure and enhance workforce training, encouraging more businesses to locate or grow in Florida.

Innovative Talent Pipeline Partnerships

College and University Consortium

Our region will create a network among our universities to provide virtual internships for computer science and other majors to develop a broad pipeline of talent for Amazon, supported by jointly appointed faculty members and staff.

We will work to establish a one-year post-graduation software engineer “residency” program at Amazon or on an adjacent campus, in partnership with our universities, to tailor advanced experiential learning and coursework for high performing graduates to support Amazon’s specialized talent needs. This will also help to attract highly qualified candidates from across the country.

High quality, online learning platforms provided by Full Sail University and other university partners will help to retrain or extend Amazon’s and Orlando’s technical labor force in alignment with Amazon’s specific talent needs and opportunities. Full Sail is also prepared to support Amazon employees and/or family members with a scholarship program.

To support the relocation of Amazon employees and key new hires, UCF is prepared to offer a block of in-state tuition waivers to employees and family members as they transition to residency status. Other state universities may offer similar programs depending on need.

In addition, our statewide network of universities stands ready to answer the call to broaden the depth and scope of this consortium.

Co-located Education Collaborations at Selected Site(s)

We will work with Amazon to establish a pre-K through Ph.D. continuing education “Academic Village” adjacent to Amazon’s selected headquarters site, offering a range of jointly developed programs aligned with the company’s mission and talent needs. The village may include:

- STEM magnet school built around inquiry-based learning and research beginning with elementary school
- Focus on entrepreneurship, including a “maker school” for creation and prototyping new ideas and products
- Creativity and executive development program partnering with industry
- Jointly appointed college and university faculty members offering customized curriculum for current and future Amazon employees
- Amazon-specific Applied Research Institute in partnership with our universities leveraging faculty research expertise and streamlined confidentiality mechanisms and joint research protocols for accelerated applied innovation



John Hitt
President



Kent Fuchs
President



Grant Cornwell
President



Garry Jones
President



Sandy Shugart
President



Ann McGee
President



Wendy Libby,
Ph.D.
President



T. Dwayne
McCay, Ph.D.
President



Randy Avent
President



P. Barry Butler,
Ph.D.
President



Stanley Sidor, Ed.D.,
President



Dr. James Richey
President



Barbara Jenkins,
Ed. D.
Superintendent



Walt Griff
Ed. D.
Superintendent



Ride, Drive, Cycle or Soar... No Pixie Dust Required

We have obsessed over the future of our region's transportation system giving you an express lane to connectivity. As the nation's only quinti-modal hub, the Orlando region accelerates connectivity options via road, sea, air, rail and even space.

Before a building comes to life, it first exists as a blueprint, a promise of things to come. This is true too of our region's transportation system. The blueprints for our current transportation system were created long ago by people who laid the groundwork for future generations to thrive. Our region's leaders have worked hard to cultivate effective partnerships to accomplish our vision of a seamless transportation system that will safely and efficiently move people and goods through a variety of transportation modes. The community's infrastructure projects are not reliant on federal funds. In fact, just 20 percent of the region's road projects are funded by the federal government, significantly lower than the national average of 80 percent.

More than **\$10 billion** of federal, state and local dollars will be invested in the region's transportation system from 2019 to 2040 (not including investments by the Central Florida Expressway Authority and Osceola County Expressway Authority for toll road maintenance, operations and expansion).

BILLIONS

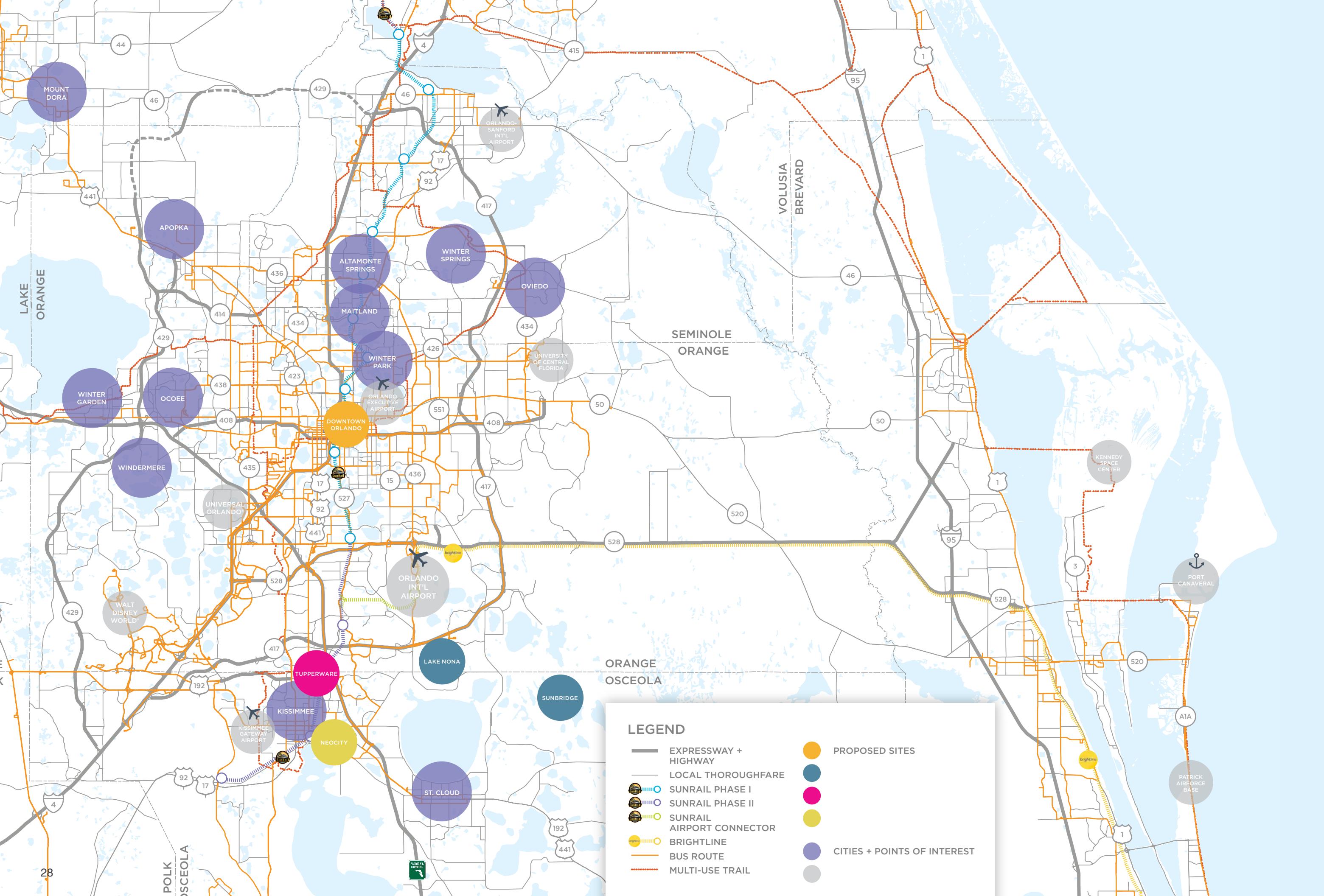
in infrastructure investments

Urban Area Mobility Statistics

Source: 2015 Mobility Scorecard, Texas A&M Transportation Institute

URBAN AREA	YEARLY DELAY PER AUTO COMMUTER		
<u>Population over 3 million</u>	Hrs	Rank ¹	
Seattle	>3 million	63	7
Chicago	>3 million	61	8
Dallas	>3 million	53	11
Atlanta	>3 million	52	12
Average	>3 million	63	
<u>Population from 1 million - 3 million</u>			
Orlando	1 million - 3 million	46	27
Charlotte	1 million - 3 million	43	35
Memphis	1 million - 3 million	43	35
Average	1 million - 3 million	45	

¹ 1 being the most congested, 101 being the least congested



175+ direct flights to destinations worldwide including daily flights to Seattle, New York, San Francisco Bay Area and Washington, D.C.

Flight Frequency and Cost				
Destination	Weekly Direct Flights ¹	Airlines	Non-stop Distance	Average One-Way Fare ²
Seattle	13	Alaska Air, Delta	2,554	\$279
New York JFK	96	American, Delta, JetBlue	989	\$162
New York LGA	72	American, Delta, JetBlue	989	\$162
San Francisco	27	Frontier Airlines, United, Virgin America	2,446	\$287
Washington DCA	70	American, JetBlue, Southwest	787	\$149
Washington IAD	41	Frontier, Southwest, United	787	\$149

Source: 1Orlando International Airport - September 2017
2U.S. Dept. of Transportation - 4th Quarter 2016



By Space

Why limit your connectivity to just planet Earth? Imagine controlling your entire logistics operations from a satellite fleet launched from Port Canaveral. Orlando's proximity to the space coast takes transportation out of this world.

A short drive from Orlando, this multi-use spaceport is the nation's only human launch center and current site of Blue Origin, Boeing, SpaceX, Lockheed Martin and Space Florida.

The Cape Canaveral Spaceport (CCS) is the planet's premier launch complex for sending humans and payloads to space. The CCS has served as the departure gate for every American manned mission, hundreds of advanced scientific spacecrafts and countless national security satellites. Over the past 60 years, thousands of payloads have been launched from Cape Canaveral. These include every operational Global Positioning System (GPS) satellite, hundreds of communication satellites, national-security remote sensing constellations and early warning weather systems.



By Air

The region is home to four international airports including Orlando International, Orlando-Sanford International, Daytona Beach International, and Orlando Melbourne International. While Orlando International Airport is the 3rd largest origin and destination airport in the United States, the region is also supported by a community of general aviation airports including Orlando Executive and Kissimmee Gateway which provide complementary services and unmatched urban proximity to your HQ2.O site locations.

Orlando International Airport

Orlando International Airport (MCO) offers more flights to more places than any other airport in Florida. In fact, Orlando International Airport provides non-stop service to more major U.S. destinations than most other cities in the nation. With more than 43 million annual passengers, Orlando International Airport is the 2nd busiest airport in Florida and 14th busiest in the nation. And though we're busy, we make it a point to take care of our travelers. Orlando International Airport ranks No.1 in customer satisfaction by J.D. Power and Associates with a score of 778.

Recently the Greater Orlando Aviation Authority (GOAA) adopted a \$3.1 billion Capital Improvement Plan (CIP) to improve the existing facility and expand the footprint to serve more passengers and destinations. Projects include North and South terminal enhancements, facility transportation improvements on automated people mover, accommodations to accept rail and increased parking.

Orlando International Airport is ideally located for cargo entering and exiting the country. Not only is it four hours closer to the rest of the U.S. compared to south Florida airports, MCO has a domestic route network that offers more flights to more U.S. destinations than any other Florida airport (and most of the rest of the U.S. non-hub airports), and a thriving cargo trucking community. Orlando is also one of the few airports in the world that can accommodate the new generation, Class 6 aircraft.

In 2013 GOAA's board unanimously approved a Sustainability Management Plan (SMP) as a roadmap to reduce dependency on fossil fuels, lower the demand for potable water, preserve natural lands, divert landfill waste to better uses and support alternative transportation. The plan solidifies GOAA's mission to responsibly construct and operate the airport facilities to ensure future generations will enjoy the same environment that we experience today.

Orlando Sanford International Airport

Employees and executives can enjoy a unique selection of destinations at the nation's most affordable airport, Orlando Sanford International Airport (SFB).

Orlando Executive Airport

Conveniently located only three miles from the business and financial center of Central Florida, Orlando Executive Airport (OEA) is the perfect flight path for the corporate traveler. OEA provides 24-hour service through two fixed base operators, an FAA air traffic control tower and full ILS capability. Orlando International, Orlando Sanford International, Kissimmee Regional and Leesburg International airports all have capabilities for executive jet service.



\$1B
INVESTMENT
IN SPACEPORT
INFRASTRUCTURE

43+

MILLION ANNUAL
AIRPORT
TRAVELLERS

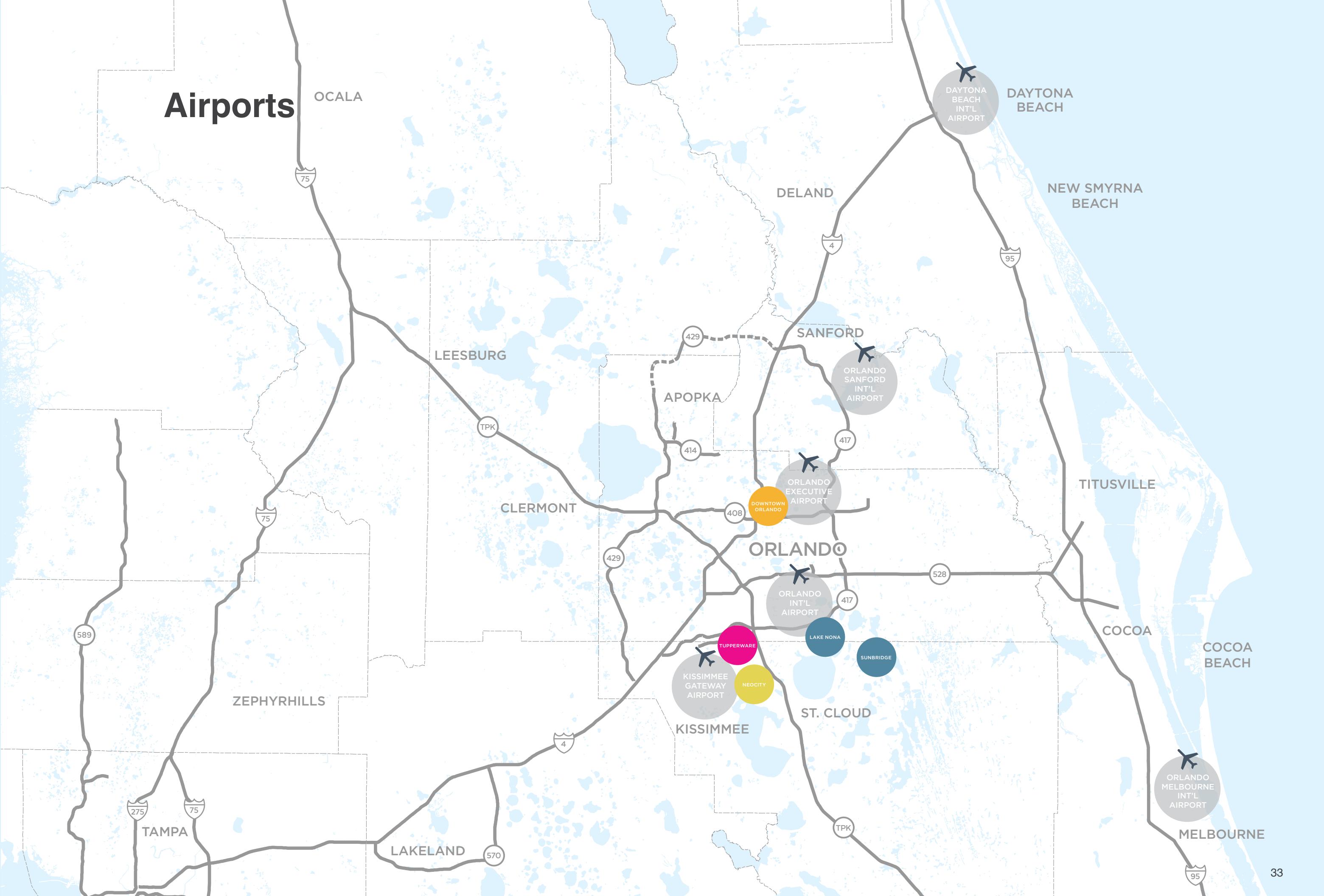
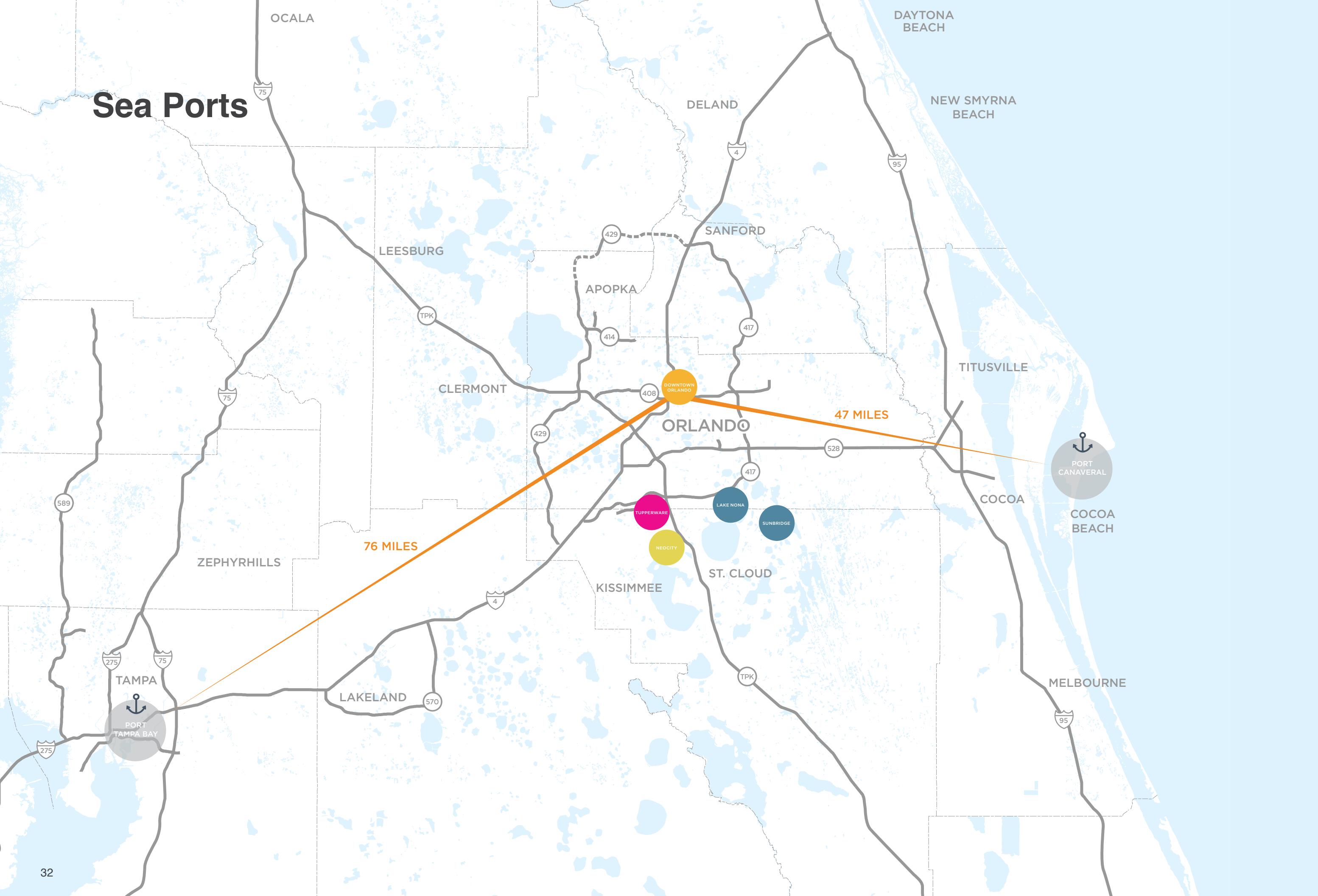
No. 3
LARGEST ORIGIN
AND DESTINATION
AIRPORT
IN THE U.S.

4

INTERNATIONAL
AIRPORTS

No. 1
IN CUSTOMER
SATISFACTION BY
J.D. POWER AND
ASSOCIATES







By Sea

Port Canaveral and the Atlantic Ocean are within an hour's drive from downtown Orlando, putting European, North American and South American markets at our gateway. Port Canaveral serves four million cruise passengers and handles five and a half tons of cargo through its state-of-the-art terminals, making it the second busiest cruise, cargo and naval facility in the world. 80 percent of the port's revenue is generated by cruise lines, with visitors traveling from all over to enjoy both a cruise vacation and Orlando's many other attractions.

Several multi-phased improvements are planned or currently underway, including gantry crane acquisitions, terminal yard expansions and infrastructure development for increased capacity of up to 12 million tons. Recently completed multimodal projects, including exclusive truck lanes to and from I-4 and on-site rail spurs greatly enhance the port's connectivity to customers in west Central Florida and beyond.

**5.5M
TONS OF CARGO
THROUGH PORT
CANAVERAL**

**4M
PASSENGERS
THROUGH PORT
CANAVERAL**

By Rail

As with Florida's first railroads in the 1830s, today's rail initiatives are opening Florida to new industry, expanding the tourism economy and revitalizing residential and commercial areas with optimal connectivity and convenience. There's also the invaluable gift of time. Rail travelers can use their commutes to catch up on work, reading, a TV show or some ZZZs.

SunRail

SunRail is Orlando's commuter rail. Initial service began in May 2014 serving 12 stations along 31 miles of track. Phase 2 will include 17 stations along 61 miles of track connecting DeBary in Volusia County to Poinciana in Osceola County and will be completed by the summer of 2018. The trains consist of one to three cars and have the capacity to carry more than 150 passengers in each car. Some stations provide connections to Amtrak and LYMMO in downtown Orlando. Phase 3 includes an additional connection to Orlando International Airport's future intermodal terminal. Employers can offer "Commuter Tax Benefits," saving companies payroll-related taxes, as well as saving employees money on federal income taxes.

Brightline

Brightline is a privately funded high-speed rail service that will provide service from Miami to Orlando. The new express train service will connect the downtowns of Miami, Fort Lauderdale and West Palm Beach, with a Phase II expansion to Orlando by 2020.

**150
PASSENGERS
PER CAR**

By LYNX

LYNX Central Florida Regional Transportation Authority provides 72 local fixed bus routes (or links), 14 NeighborLinks, four Bus Rapid Transit (BRT) routes referred to as LYMMO, four FastLinks, contracted express bus service and paratransit and commuter assistance vanpools. LYNX also operates express bus routes, providing access to downtown Kissimmee and Orlando International Airport from the Sand Lake SunRail Station. LYNX was the first transit agency in the nation to build, operate and blend its own biodiesel fueling station, and is currently in the process of converting its fleet to compressed natural gas (CNG). More recently, the public transit agency established the LYNX Forward initiative to reimagine transit services in the region. LYNX is further committed to reimagining everything from routes, future light rail and other premium transit line implementation to meet Amazon's needs.

LYMMO

LYMMO is a 9.6-mile BRT service circulating in downtown Orlando operated by LYNX with funding provided by the City of Orlando. Celebrating 20 years of service, LYMMO's success has led LYNX and the City of Orlando to embark on an expansion of LYMMO, serving destinations farther east and west in downtown including Thornton Park, Parramore, the Amway Center, Camping World Stadium, the North Quarter and Creative Village. These expansions are envisioned to operate with automated electric buses.

ACCESS LYNX

ACCESS LYNX is a shared ride para-transit, door-to-door transportation service. LYNX has been designated as the para-transit coordinator for Orange, Osceola and Seminole counties since October 1992. It provides sponsored and non-sponsored transportation to Transportation Disadvantaged individuals with a mission to provide safe, cost effective transportation to those who, because of disability, age or income, are unable to provide their own transportation. The service provides 2,000+ scheduled passenger trips per day using vehicles specially equipped for individuals with various disabilities. This service far exceeds national standards providing service 24 hours a day, seven days a week with no boundaries in the service area.



By Car

Orlando sits at the crossroads of Florida's highway network, serving as a hub for distribution and core circulator for residents and visitors. While the region has many transportation improvements planned for construction, there are a few significant projects that will transform transportation and quality of life in Central Florida. These projects come in many forms but they all share two characteristics—large scale and regional impact.

I-4 Ultimate Improvement Project

Often called the backbone of our transportation system, I-4 is now four years into a complete transformation scheduled for 2021. As the largest transportation infrastructure project in Florida's history, the I-4 Ultimate Improvement Project encompasses a 21-mile stretch. Initiated through a public-private partnership, a team (I-4 Mobility Partners) was selected in 2014 to enter a 40-year contract with the Florida Department of Transportation (FDOT) to design, construct, finance, operate and maintain the I-4 Ultimate corridor. This project will completely reconstruct existing lanes, rebuild 15 major interchanges, build more than 140 bridges and add four express lanes (two in each direction) with managed access points and dynamic pricing. During construction, I-4 Ultimate will maintain the same number of lanes that existed pre-construction during peak travel times.

I-4 ULTIMATE
IS THE LARGEST
TRANSPORTATION
INFRASTRUCTURE
PROJECT IN
FLORIDA'S HISTORY

Award-Winning Design and Construction

The I-4 Ultimate project earned the state's first prestigious Envision Platinum recognition from the Institute for Sustainable Infrastructure (ISI) for its sustainability efforts of environmental, social and economic impact on the community. The project has minimized environmental impacts, including relocating protected wildlife, using efficient machinery, controlling stormwater runoff, planting non-invasive vegetation and recycling 99 percent of the concrete and steel removed from roads and bridges. The project also facilitates the use of alternative transportation by integrating rail projects and improving pedestrian crossings and connections with bike trails.

Beyond the Ultimate

There are plans to extend this same express lane concept beyond the current 21-mile project. FDOT is evaluating five additional projects that would provide 60 miles of reliable transportation options through the heart of Central Florida.

Wekiva Parkway

The \$1.7 billion Wekiva Parkway completes a beltway around metropolitan Orlando with a 25-mile toll road through parts of Orange, Seminole, and Lake Counties. The entire parkway is expected to be complete in 2021.

Central Florida Expressway Authority

The Central Florida Expressway Authority (CFX) includes 109 centerline miles and 767 lane miles (including ramps) of limited access expressways and when CFX completes its portion of the Wekiva Parkway in 2018, the system will grow to more than 120 centerline and 811 lane miles. A fiber optic network (FON) of more than 200 miles runs on both sides of the system in a route-redundancy configuration along all system facilities.

Osceola County Expressway Authority

The Osceola County Expressway Authority began looking toward 2040 with its first master plan. To prepare for significant growth in Osceola County, the authority targeted four expressway segments, forming a 57-mile ring around the county's interior urban growth boundary. The first segment of Poinciana Parkway was recently completed.



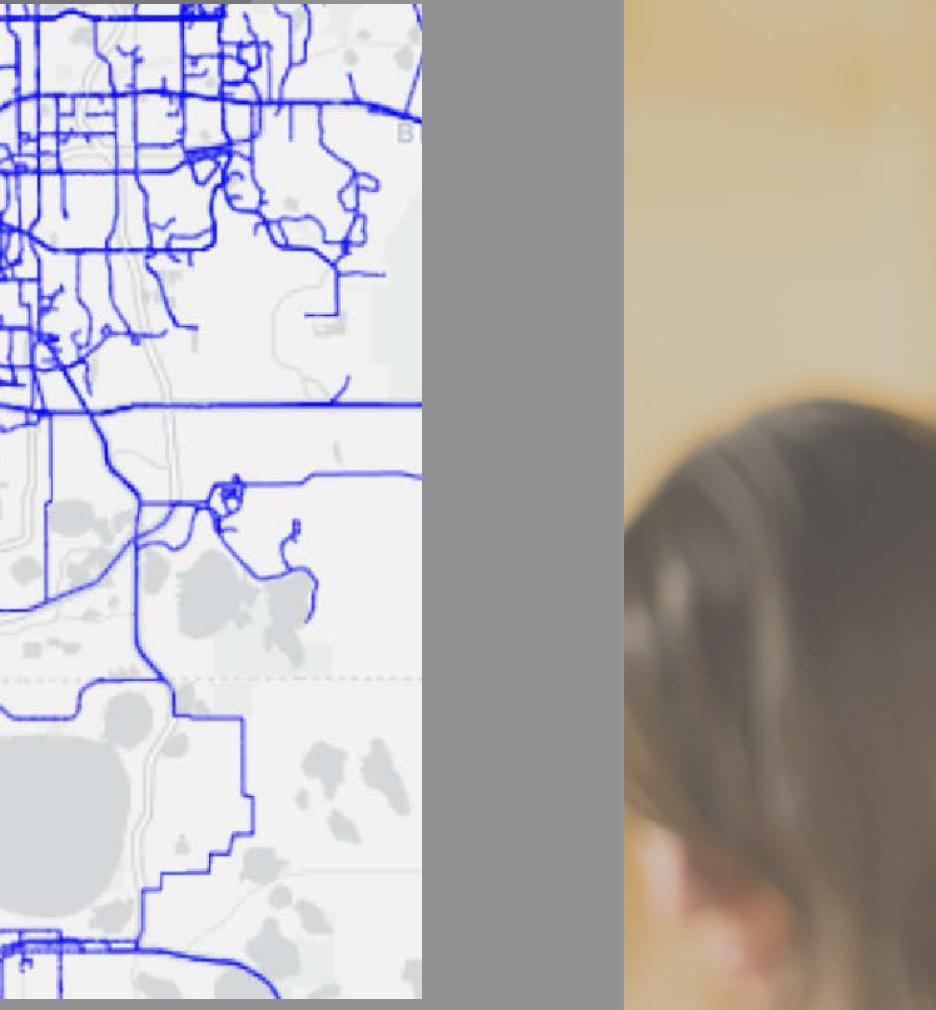
Digital Infrastructure: *We're Lit*

Osceola County is currently exploring the next generation, high bandwidth, low latency 10Gbps+ fiber optic network at NeoCity. A high bandwidth low latency 10Gbps+ fiber optic network delivers virtually unlimited network speeds that begin at 1,000X the speeds available on traditional networks today, with low latency which allows data to be transmitted in real time.

In Lake Nona, Tavistock created Dais to bring Lake Nona residence and businesses a high bandwidth capacity infrastructure sufficient to deliver internet at the rapid speed of ten gigabit per second – 200 times faster than the average U.S. internet connection speed. This unprecedented rate has made Lake Nona the first gigabit community in the state of Florida.



“
BUDDY
DYER
Mayor
City of Orlando



“We have set aggressive goals to reduce our environmental impact through our Green Works Orlando initiative. Siemens' CyPT tool will help us to reach those goals by identifying innovative technologies that can reduce our greenhouse gas emissions, make our buildings more energy efficient, transform our transportation and mobility options, and more.”





BOOM TOWN

No. 3
MILLENNIAL
HOME BUYING
HOT SPOT

No. 3
BEST MAGNET
FOR MILLENNIALS
(FORBES)

No. 3
FASTEAST GROWING
MILLENNIAL
POPULATION (2017)

Millennial Migration Magnet

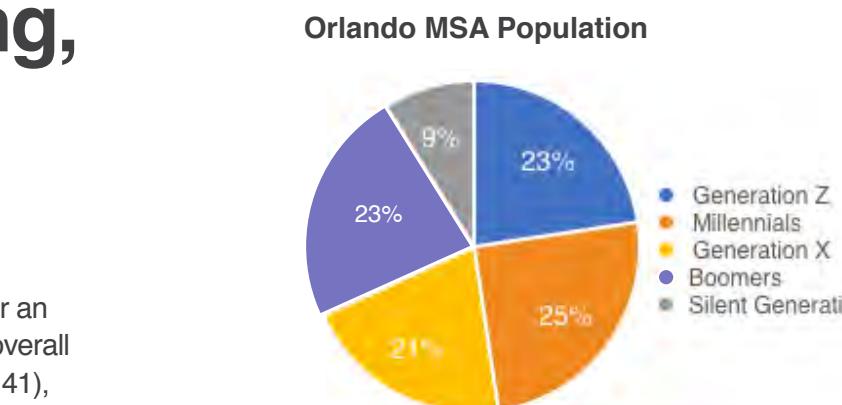
Attracting a culture that is young, entrepreneurial, inclusive and sustainable

Beyond Orlando's world-famous theme parks exists a booming cultural infrastructure, ripe for an ever-growing population of millennials who revel in all that Orlando offers. Despite Florida's overall retiree population, the average age in Orlando is 37 (much lower than the state's average of 41), positioning our area as a refreshing new home base for national trendsetters and civic-minded social entrepreneurs with their sights set on making an impact on the place they've chosen to call home.

- Orlando was ranked the No. 3 top millennial home buying hot spot by *Realtor.com*
- Third-fastest-growing millennial population in the country (of large metros), outpacing Austin, Seattle and Atlanta
- Orlando was recognized as the third best magnet for millennials by *Forbes Magazine*

"Orlando has been the best 'living lab' that any entrepreneur, starter or emerging professional could ever imagine. Just over the last five years, I've witnessed Orlando transform into a hub for innovators, change-agents and active citizens working to shape our city into one of the best in the world, and has empowered so many people to use their talents and expertise to make Orlando a world-class destination, not just for hospitality and entertainment, but for arts and culture, sustainability, tech, and entrepreneurship to name a few."

CHRIS CASTRO
UCF Graduate
Director of Sustainability
City of Orlando



25%
Of residents are Millennials

23%
Are Generation Z



#OrlandoPride
#LoveOrlando
#OrlandoUnited
#ThisIsOrlando

As one of the world's top tourism destinations, Orlando is no stranger to people of different backgrounds, ethnicities, religions, nationalities, abilities and gender identities. Orlando is a community built on inclusion; by welcoming so many new students and residents from all over the world, the city has grown into the diverse melting pot that it is today.

The numbers speak for themselves. Between 2010 and 2015, Orlando experienced a 21.5 percent growth rate in its minority population, placing Orlando fifth in minority growth in the U.S. ahead of more populous cities like Miami, New York and Portland. Orlando also has the second fastest-growing Spanish-speaking population among large metros in the country.

At its core, Orlando is a warm and welcoming region made stronger by its people who bring unique ideas, backgrounds and perspectives. Orlando is not just a region filled with diversity—it's a place where anyone can thrive.

The City of Orlando scored the highest marks for equality in the Human Rights Campaign's Municipal Equality Index (MEI) for the last three years in a row. This national report measures how 506 cities treat its LGBTQ residents, including municipal employment policies, health coverage, anti-discrimination laws and policies and reports of hate crimes.



"As an immigrant, I wasn't sure how accepting business leaders in this community would be to a gay Latino. But what I've found is that Orlando is as multicultural as the millions who visit us every year and the business leadership is as diverse as the community."

“

CARLOS CARBONELL
President and CEO
Echo Interaction Group
President, Orlando Tech Association

Entrepreneurial Spirit

The region's ever-growing class of creative technologists is bringing Orlando global recognition as a place to build, a place to play, a vibrant, inclusive community to call home, and an inspiring place to work. This diversity is represented by an explosion of growth in the local startup community, with a range of skillful experts finding new ways to use technology. Many are doing so with an emphasis on social good and sustainability.

UniKey Technologies, Inc., a graduate of the University of Central Florida Business Incubation Program, is a leader in smart access control technology. Phil Dumas, founder and CEO of UniKey, said his company has raised more than \$20 million since it started as an Incubator client. UniKey is now expanding into the commercial IoT industries through recent partnerships with Nortek and Grosvenor.

Based in Orlando, Fattmerchant, is revolutionizing the payment technology industry. Other Orlando startups are also taking on the fintech industry. Abe.ai designs artificial intelligence-based software and mobile products for the banking industry. Abe.ai was recently selected to participate in the prestigious Techstars accelerator program.

Orlando is at the forefront of the conversation about how social entrepreneurship can improve communities and solve global challenges. Leading this conversation is local entrepreneur Shawn Seipler. Shawn built a social enterprise, Clean the World, to recycle hotel soap products to help prevent millions of hygiene-related deaths each year.

300
Emerging companies

600
Entrepreneurs have been assisted by the nationally recognized UCF incubation program and venture accelerator

No. 3
in startup density
The Kauffman Index, 2017



SUNEERA
MADHANI
CEO
Fattmerchant

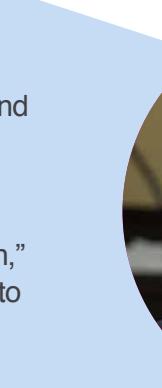
“My experience starting my company in Orlando has been incredible. The community truly wants to see you grow and succeed, and having that kind of support from my peers has been invaluable to Fattmerchant’s success. Not to mention the talent, especially on the technology side, is amazing in Orlando. Financial technology is becoming increasingly innovative, and having the right team to be able to lead the charge in new payment tech and innovation is so important. I can’t wait to continue to grow and create jobs for the Central Florida area.”

Limbless Solutions

When Albert Manero was a kid, his parents taught him the importance of making the world a better place. “They always encouraged me to use my education to help others and to dream big dreams,” he says. “Now I want to inspire others to help engineer hope for the world.”

That inspiration has taken form in Limbless Solutions, a nonprofit devoted to bringing 3-D printed bionic arms and hands to children at no cost to their families. Leading a multidisciplinary group of volunteer UCF students and alumni, Manero has designed and donated battery-operated devices to young people across the United States, and given the plans to international groups so they can assist children in their regions.

Limbless Solutions gained national attention when actor Robert Downey, Jr. helped deliver an updated Iron Man-themed arm to 7-year-old Alex Pring, the recipient of the group’s first creation in July 2014. The video of the meeting, which was a part of Microsoft’s Collective Project, has garnered more than 10 million views on YouTube and earned the Limbless team international notoriety.



“I have learned how to ‘dream big dreams’ and about global innovation,” Manero says. “I want to push the limits of design, engineering and art to make people say ‘wow.’” —ALBERT MANERO President, Limbless Solutions

The Limbless team has also developed an inexpensive device that allows quadriplegics to control their wheelchairs using only small facial movements.



Sustainagility

Orlando is paving the way for a more eco-friendly and sustainable future. In fact, Orlando is ranked as one of the greenest cities in America by *EcoWatch*. Orlando is a top city for urban farming (*Redfin* 2016) and is one of only five cities awarded the Smart City Council Readiness Challenge grant in 2017.

Smart city of the future

As part of the 2017 Smart City Council Readiness Challenge, Orlando will receive hands on guidance from the Smart Cities Council, a network of leading companies advised by top universities, laboratories, and standards bodies, to develop a comprehensive smart city plan. Orlando and Orange County plan to implement smart transportation solutions that can enhance the visitor experience while improving safety and reducing congestion, including the integration of sensors and advanced communications systems into public safety programs.

OSCEOLA ENERGY INITIATIVE RECEIVED A **\$2.36 MILLION** GRANT FROM THE U.S. DEPARTMENT OF ENERGY

THERE ARE MORE THAN 285 ELECTRIC VEHICLE CHARGING STATIONS WITHIN A 70-MILE RADIUS OF DOWNTOWN.

IN 2017, ORLANDO PLEDGED TO RUN 100 PERCENT ON RENEWABLE ENERGY IN ALL CITY OPERATIONS BY 2030 AND 100 PERCENT CITYWIDE BY 2050.

Sustainable growth

The City of Orlando is working to be one of the most sustainable cities in America through implementing its Green Works Community Action Plan. This plan identifies ambitious goals and actionable strategies in seven distinct focus areas that ensure protection of its natural resources and a thriving, livable city for current and future residents.

Circular Economy

In true Orlando fashion, we are the testing grounds for a scalable model designed to improve recycling and recovery rates. Orlando was chosen this year by the U.S. Chamber of Commerce Foundation as the pilot city for its Beyond 34 project. Beyond 34 is a first-of-its-kind public-private sector partnership to help break through the current national recycling barrier of 34 percent.



“

TERESA JACOBS

Mayor

Orange County

Slow food + farming movement

Orlando has developed a unique and progressive urban farming movement. Ranked in the top five best cities for urban farming, several Orlando organizations are working to reshape the city's food system, including Fleet Farming and Growing Orlando.



“We are committed to leaving a legacy for future generations that will provide them with a quality of life that is even better than today. Our sustainability plan will lead us in achieving a more diverse, resilient and thriving economy while protecting and enhancing our cultural and environmental legacy for generations to come.”



A unique quality of life

By now, you likely see a theme...expect the unexpected of Orlando. Constantly innovating and forever imagining, this region's unique cultural experiences include everything from the fantastically far-out Fringe Festival and Indie Galactic Space Jam to awe-inspiring bioluminescent kayaking under the stars and curated conversational dinner party projects.

In recent years, Orlando has made substantial investments in the creation of global powerhouse attractions – we don't mean rollercoasters.

- Dr. Phillips Center for the Performing Arts (LEED registered) is the centerpiece of a **nine-acre mixed use project** in Downtown Orlando featuring an iconic 65' cantilevered steel canopy, **2,700 seat main theater**, **300 seat community theater** and activated public lawn. *Southern Living* recognized it as #10 of the 50 Best Places in the South Now.
- Camping World Stadium (LEED silver) hosts a variety of major sports and entertainment events, including NCAA bowl games, the NFL Pro Bowl and this year's record-breaking WrestleMania.
- Amway Center (LEED Gold) is an award-winning venue and home to the Orlando Magic, Orlando Solar Bears and the host venue of many NCAA basketball tournaments and concerts.
- Orlando City Stadium (Pursuing LEED certification) is our **brand new 25,000+ seat soccer stadium**. Home to the MLS Orlando City Lions and the NWSL Orlando Pride and where you'll find a sea of purple fans rivaling Seattle's own.

Despite our unstoppable growth and continued advancement, one thing remains unchanged: our friendly, neighborly spirit that makes Orlando one of the easiest places to network and grow. Just ask around.

In Orlando, newbies and natives are welcomed with open arms and encouraged to take part in philanthropy and organizations that are making a difference. Pick a cause, pick a preferred method of contributing and you'll find one of many opportunities to become engaged. From Chambers of Commerce focused on building a diverse business climate to the Orlando Tech Association hosting one of the largest tech meet-ups in the Southeast to your school's PTA – Orlando is a place that believes the investments we make in our communities today accumulate invaluable interest in our future.



BEST CITY FOR
RECREATION
TWO YEARS IN A ROW
(Wallethub 2017 & 2016)

Housing

Orlando is one of the best cities in the country for investing in residential real estate in 2017, according to *Forbes*. The magazine named Orlando the third-best U.S. market in which to buy a home this year, citing the city's growth in population and jobs as factors in the ranking.

Orlando leads the way in terms of variables such as housing starts; growth in population, employment and resident income; mortgage lending; building permits; new-home sales; and home prices. On the strength of those factors, housing availability, affordability and diversity are widely apparent. Homeowners save significantly by living in Orlando.

The region's housing options and neighborhoods span a broad spectrum, from soaring urban highrises that touch the sky to sprawling, rural estates where four-legged family members are horses. Homes of every description – one-bedroom condos, four-story brownstones, craftsman bungalows, and lavish multi-acre estates – are plentiful and affordable.

Affordable housing is a top priority for the region with significant investments being made in developing and rehabbing quality, affordable housing for all. Creative Village and West Lakes have mixed-income apartment communities underway that answer the demands of a holistic housing market that supports all income levels.

Choosing a neighborhood in Orlando may be the hardest decision your team will make in this HQ2.O journey. It's akin to asking someone to choose their favorite kid – they are all unique, filled with personality, and are being raised to thrive and inspire the next generation. This handful of neighborhoods help share part of the story of our special neighborhoods and varied housing options.

Relocation guide

The Orlando business and civic community is committed to immersing Amazonians in their new home. As you explore the opportunity of being located in Orlando we have an Orlando Economic Partnership Board of Directors that represents a plethora of companies and industries who are invested in welcoming you. We'll roll out the orange carpet and ensure Amazonians have everything from residential relocation support to partner and spouse career assistance. And of course, you'll need everything from theme park tickets to theatre tickets to help you feel at home.



KEN POTROCK
Chairman,
Orlando Economic Partnership
and Disney Executive

"Orlando excels at planning and we are planning quite the welcome party for Amazon. We want to immerse Amazonians in our community and our culture by giving you the tools you need to get started, help you succeed and encourage your company and people to excel. This is truly a city built on collaboration, inclusiveness and above all vision."



KUNAL PATEL
Cofounder/Chief Technology Officer
brandVR and Director of Innovation,
FattMerchant

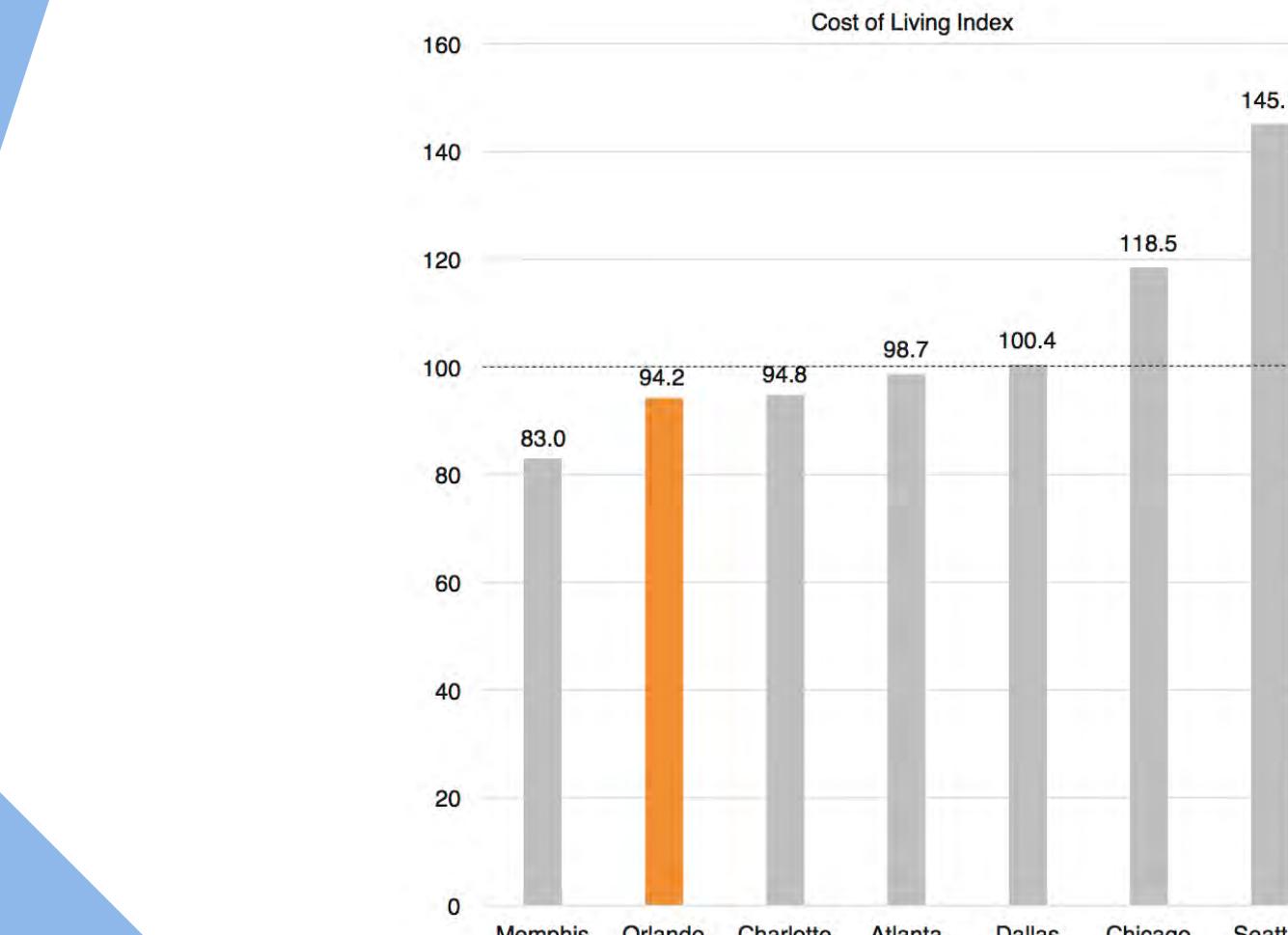
"You can be a part of the career that you want to be a part of, you can raise a family, you can afford to live not just get by. You can actually thrive and I think that's the really nice thing about Orlando. You can make it big but you can also make a family and a living. A lot of the resources that exist in Orlando come from not just physical places but actual people. I think people and community is one of the biggest assets that Orlando has."

Cost of living

Everything from groceries to utilities is more affordable in Orlando when compared to other cities. With a cost of living index at 94.2, the Orlando region scores well below the overall national average and also scores well in the areas of healthcare, transportation, housing and utilities.

Median Sales Price of Existing Single-Family Home	
	2017 Q2 (\$ THOUSANDS)
METRO	171.5
Memphis	204.9
Atlanta	234.3
Charlotte	245.0
Orlando	255.2
Dallas	255.6
U.S.	264.3
Chicago	475.4
Seattle	

Source: National Association of Realtors



Source: Council for Community and Economic Research, 2016 annual average
Numbers less than 100 are below national average

Diverse Neighborhoods

1: Delaney Park

The best way to describe this downtown neighborhood is to say it is like *Leave it to Beaver* but with front porch happy hours. Stunning historic homes of all shapes, styles and sizes are woven together by brick paved streets and winding sidewalks that connect residents to the neighborhood park that hosts Fall and Spring little leagues and multiple lakes reflecting the downtown skyline. Two longstanding A-rated schools, Blankner (K-8) and Boone High School, contribute to the allure and fuel its coveted real estate value.

2: Lake Eola

The fusion of urban life and simplicity can be found within a myriad of apartments and condominiums wrapping Lake Eola, the crown jewel of Downtown Orlando. Lake Eola is downtown's central park and center stage to festivals and the country's 5th ranked Farmer's Market (American Farmland Trust). A veritable buffet of street level restaurants, bars, shops, and a grocery store collide with the free LYMMO line that circulates throughout downtown to deliver a true-car free existence.

3: Audubon Park Garden District

Inside this award-winning shopping and dining ecodistrict, towering oak tree-lined streets are framed by mid-century modern homes. Walk over to the East End Market for a cup of Lineage Coffee, a fresh baked cookie from Gideon's, and black truffle goat cheese for later from La Femme Du Fromage. Grab a brew or two from one of the top ranked beer gardens in the world: Redlight Redlight. One-of-a-kind neighborhood events like The Retro Modern Home Tour, Zombietoberfest, and Sip and Strolls are just more icing on the local Blue Bird Bake Shop (cup)cake.

4: Laureate Park

From brightly colored bungalows to multi-story estates, Lake Nona's Laureate Park features the region's fastest internet connections (10G), a lifestyle led by wellbeing and smart homes that set the bar for energy savings. Farmers markets, yoga, live music, community gardens, dog parks, fitness center, resort-style aquatic center, schools, JUICE bike share and neighborhood restaurants and markets are all within walking distance.

5: Celebration

Celebration has successfully combined education, health, community, technology and architecture into a community with a strong sense of self. World-renowned architects designed Celebration to be a new and exciting place to live, work and play.

6: Windermere

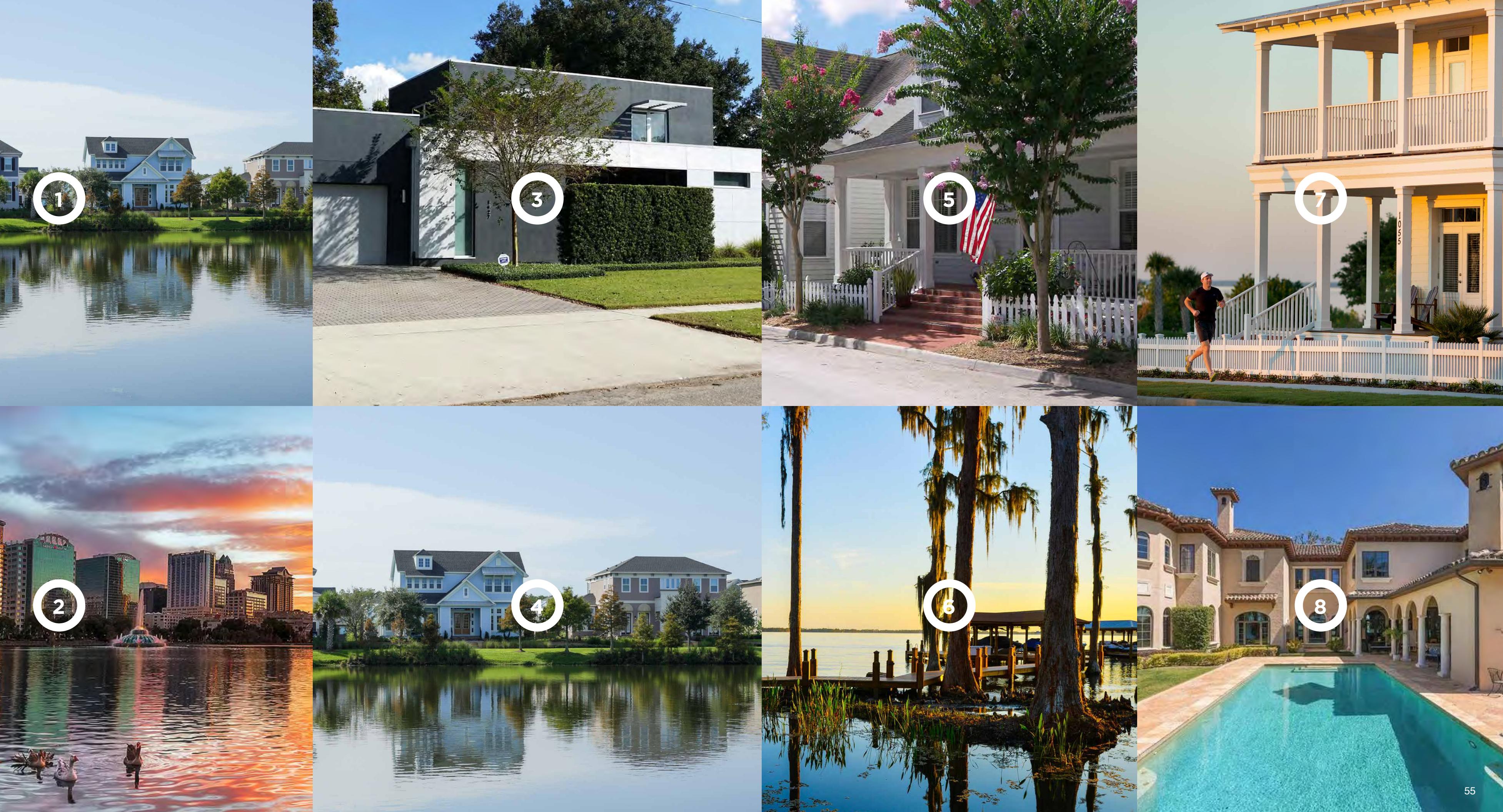
Home to professional athletes and celebrities, Windermere is surrounded by lakes where residents can enjoy boating, fishing and swimming with an architectural mixture from small homes to estate homes. A short drive delivers you to what locals refer to as "Restaurant Row" – a stretch of Sandlake Road that features a buffet of restaurants as luxurious as many of the homes that surround it.

7: Winter Garden

What would motivate downtown Millennials to drive 25 minutes to our more rural west? The quaint historic downtown, the West Orange Trail and Plant Street Market for starters. This sleepy little town has overnight become a haven for outdoor enthusiasts biking or jogging the 21-mile trail that runs through the charming town center and continues alongside Plant Street Market which features a brewery, food hall and local artisanal goods.

8: Winter Park

Postcard moments abound in this posh area which boasts top-rated restaurants, swanky stores, art museums and Rollins College. A central park anchors one of the top sidewalk art festivals in the country, outdoor concerts, the Winter Park SunRail station and ice skating in the winter. (Yes, we said ice skating and you'll have to come here to see it for yourself!) Gated lakeside estates, golf course homes, condos, apartments and townhomes all enjoy access to sought-after public schools and some of the region's highest real estate values.





The best healthcare in your backyard

Orlando offers extensive healthcare options with globally recognized programs in cardiology, cancer, women's medicine, neurology, diabetes, orthopedics and rehabilitation. Florida Hospital and Orlando Health, both headquartered less than two miles from downtown Orlando, are two of the nation's largest healthcare systems.

Florida Hospital

U.S. News & World Report recognized Florida Hospital as one of "America's Best Hospitals" for the past several years. The hospital offers health services for the whole family including nationally and internationally recognized programs.

Health Village

Florida Hospital's Health Village is located just north of downtown Orlando. This 172-acre mixed-use transit oriented development includes housing and rail access for employees, a life sciences research center, a hospital cluster and a hub of growing companies.

Orlando Health

Orlando Health is a community-based and supported organization of facilities comprising of the Orlando Regional Medical Center, UF Health Cancer Center at Orlando Health, Winnie Palmer Hospital for Women and Babies, Arnold Palmer Hospital for Children, Dr. P. Phillips Hospital, South Seminole Hospital, Health Central Hospital and South Lake Hospital. Orlando Health has a Level III Neonatal Intensive Care Unit and a Level I Trauma Center. Additionally, Orlando Health established the Heart Center at the Arnold Palmer Hospital for Children.

Osceola Regional Medical Center

Located in the heart of Kissimmee, Osceola Regional Medical Center blends comprehensive state-of-the-art medical technology with comfort and convenience for patients with services offered in robotic surgery, behavioral care, neonatal intensive care, trauma, pediatric and emergency services, to name a few.

State-of-the-art developments

Lake Nona in Orlando, originally known as *Medical City*, is a 17-square-mile master-designed community committed to healthy living and human performance. It's home to some of the nation's leading hospitals, universities, research institutions, and health and life sciences companies including the GuideWell Innovation Center, Nemours Children's Hospital, Sanford Burnham Medical Discovery Institute, UCF's College of Medicine, UF Research and Academic Center and the Orlando VA Medical Center.

Sunny with a 100% Chance of Fun

No snow days. Year-round outdoor sports and recreation. Hundreds of parks. Hundreds of miles of trails. Freshwater springs. Beaches to the east and west. What will future Amazonians do when they're not busy fueling one of the most progressive companies in the world?

Arts

Ranked by Movoto Real Estate Blog as the second most creative city in America, Orlando's innovation through our theme parks has spilled over to the surrounding community, making this a haven for artists and performers. The entertainment options are endless – including the state-of-the-art Dr. Phillips Center for the Performing Arts, Annie Russell Theatre, Wayne Densch Performing Arts Center, Orlando Ballet, Orlando Philharmonic Orchestra, Bach Festival Society, Florida Film Festival, Zora Neale Hurston Festival, and Orlando Fringe Festival. The Orlando Museum of Art, Cornell Fine Arts Museum, Broadway Across America: Orlando, Orlando's Shakespeare Theater, Orlando Repertory Theatre, the Mad Cow Theatre, the Osceola Center for the Arts, the historic Garden Theatre and Morse Museum are among the multitude of artistic outlets in Orlando for you to appreciate and enjoy.

Shopping

Orlando's retail offerings are vast enough to fill 676 FIFA football fields and include two of the top 10 highest sales-generating shopping locations in the U.S. – the Mall at Millenia and the Orlando Premium Outlets. The region's top tourist attractions – Disney Springs and Universal CityWalk – also offer exciting and fantastical retail experiences designed to satisfy local and international shoppers alike.

For a shopping spree of another breed, novel retail districts with one-of-a-kind retailers can be found throughout the region. Explore the bounty of local retailers promising unique finds and Instagram-worthy atmospheres.

Sports

State-of-the-art facilities in Downtown Orlando host year-round professional sports including the Orlando Magic (NBA), Orlando City Lions (MLS), Orlando Pride (NWSL), Orlando Solar Bears (ECHL), NCAA regular season football games and major televised bowl games.

With our deep tech roots, eGaming is scoring big and igniting the Orlando Magic's participation in the NBA 2K Esports League.

The United States Tennis Association and a new 23-acre Orlando City Soccer Club training facility are located in Lake Nona.

Osceola County's professional Rodeo Cowboys Association (PRCA) Rodeo, Ram National Circuit Finals Rodeo, Silver Spurs Rodeo, and bass fishing competitions complete our regional sports roster.

The ESPN Wide World of Sports Complex hosts MLB spring training and was the first U.S. location to host the International Invictus Games.

Open space, fresh air, and sunshine create fertile grounds for youth sports. The Amateur Athletic Union (AAU) serves 700,000+ amateur athletes and 150,000+ volunteers from its Orlando headquarters.

Parks and Rec

The region has over 200+ parks as well as hiking, trails, recreational centers and more lakes than you could ever enjoy.

Community Readiness

Sometimes the flip side of our typically sunny climate brings tropical storms. When Hurricane Irma approached Florida, Orlandoans prepared and stood ready to help the state. The region's inland location, approximately 45 miles from Florida's Atlantic coast and 85 miles from the Gulf of Mexico, insulates our area from the brunt of tropical systems, storm surge and dramatically mitigates the risk associated with a direct hit from a hurricane.

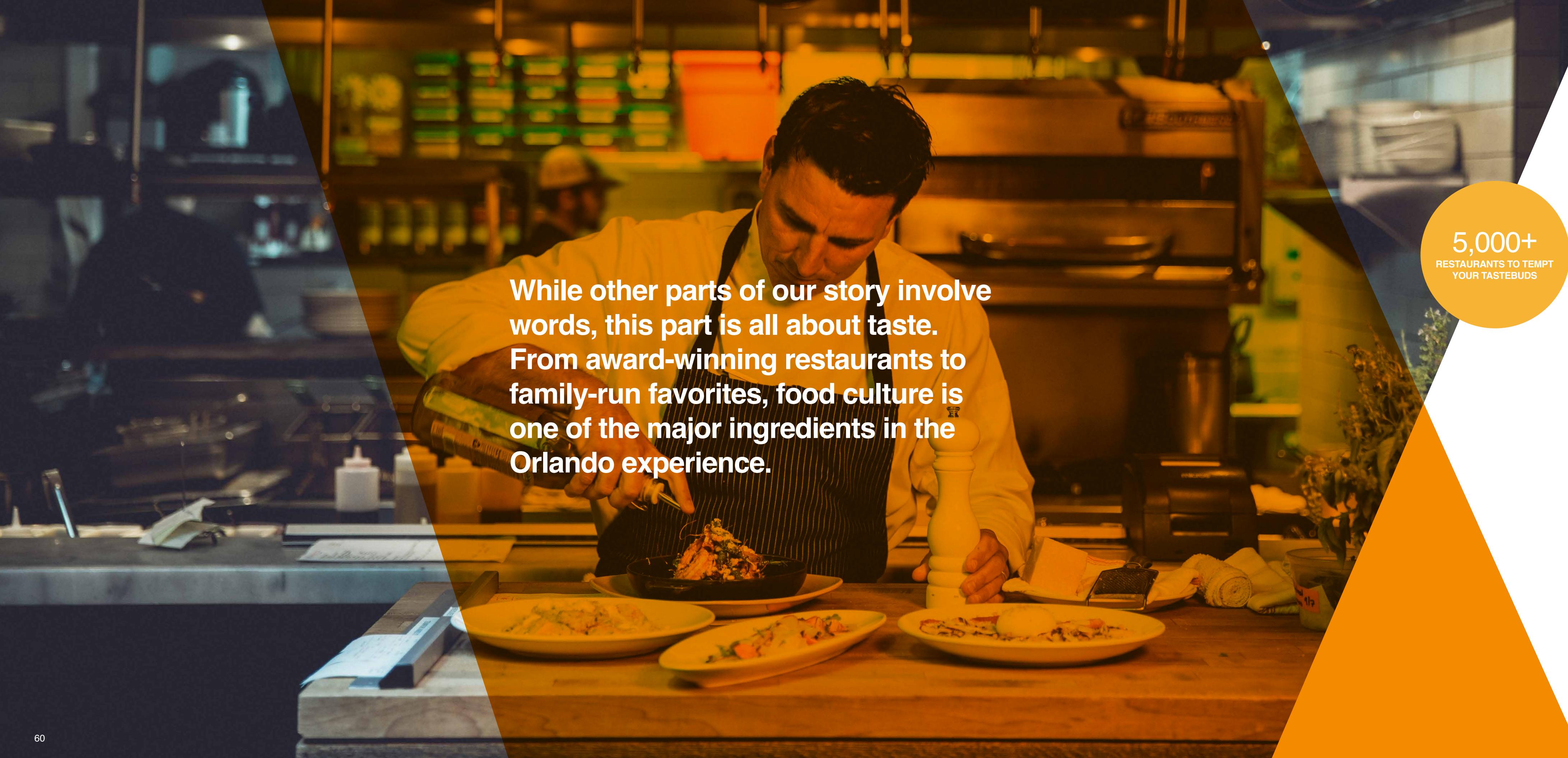
Many companies have chosen Orlando as their business location in Florida because the region is typically less affected than communities on either coast. Prior to 2004, it had been 40 years since Orlando had experienced a hurricane. In that year and again in 2017, the downtown core never lost power. Following Irma, most area businesses, including the theme parks, were back in action within 48 hours of the storm's passage.

Well prepared and coordinated, the region's disaster readiness is among the best in the country with trained emergency responders who practice their techniques daily as they protect the more than 186,000+ tourists who visit the region every day.

Safety and Security

The Orange County Sheriff's Office and all other local entities are committed to the continued safety and security of our citizens. According to FBI Uniform Crime Report (UCR) figures, in 2016 the estimated number of violent crime offenses for the United States increased 4.1 percent from the 2015 estimate. The Orange County Sheriff's Office saw a 3.6 percent decrease during the same period of time.





While other parts of our story involve words, this part is all about taste. From award-winning restaurants to family-run favorites, food culture is one of the major ingredients in the Orlando experience.

5,000+
RESTAURANTS TO TEMPT
YOUR TASTEBUDS

Food Culture

Orlando is a melting pot of Hispanic, Latino, Asian, Caribbean and Southern roots. Once again, our gracious year-round weather rewards us with an incredible assortment of farm fresh produce and our waterways supply us with freshly caught seafood daily. Inspired by our roots and nature's bounty, a new wave of independent restaurants is springing up around the region—from food trucks to haute cuisine—and instead of talking about it, you've got to take a bite.

While Universal and Disney deserve credit for long-ago elevating Orlando's dining with Victoria & Albert's at Disney's Grand Floridian Resort & Spa and Emeril's Orlando at Universal Orlando Resort, the wave of celebrity chefs keeps building. The new Disney Springs is now home to restaurants under the watchful eye of four James Beard Foundation-nominated chefs.

Now a whole new generation of culinary stars lights up the Orlando skyline, with restaurants opening almost every week. The "local" vibe made headlines when James Beard-nominated Chefs James and Julie Petrakis opened The Ravenous Pig in Winter Park, then expanded with Cask & Larder and adjacent Swine & Sons, all focused on local and sustainable sourcing.

Head to Orlando's global kitchens. For Cuban, it's Black Bean Deli in a former Phillips 66 gas station in the Mills 50 District. Pho-philes can also get their fix inside of Mills 50's Vietnamese neighborhood at Little Saigon or to Ming Bistro for dim sum. Fans of Puerto Rican motongo head to Kissimmee's Melao Bakery, and for ceviche, the Peruvian Ceviche House on Semoran Boulevard sits side-by-side with dozens of Latino restaurants. As we continue to see more culinary personalities enter the mix, Amazonians will reap the rewards.

Cost of Doing Business

We've made the case that the Orlando region has the workforce and transportation infrastructure to meet your demand and that our community culture is ready to welcome Amazon with open arms but let's talk money...

Considering employee payroll, fringe and mandated benefits, real estate payments, property tax and overall operating costs, Orlando serves up savings like sunshine. Let's break it down.

Employee Payroll

Orlando is able to sustain competitive wage rates without sacrificing quality. As you learned in the workforce chapter, Orlando's labor is less expensive than the national average 90 percent of the time. Compare this to other major metros where wage rates can be as high as 138 percent of the Orlando average. Paying a software engineer \$100,000 in Seattle is equivalent to paying that same engineer \$72,464 in Orlando, annual savings of \$27,536 per person. This equates to saving \$121 million in payroll annually on software development engineers by the end of phase three.

Fringe and Mandated Benefits

Expect to save anywhere from five to 15 percent on costs associated with reemployment taxes by locating in Orlando instead of another major metro like Charlotte or Dallas. Florida's reemployment tax rate is set at a minimum of 0.1 percent and a maximum of 5.4 percent based on a salary up to \$7,000 per employee. This places Florida among the lowest in terms of the maximum rate. Additionally, Florida employers in the voluntary market pay on average \$1.66 for workers compensation per \$100 of payroll. This is the 19th lowest average workers comp rate in the country.

Metro Area Operating Cost Comparison (Source: MetroComp 2016)

The following annual business operating cost comparison was prepared using information provided in the request for proposals. This comparison is calculated with limited inputs and is only intended to illustrate cost savings in comparison to other metros.

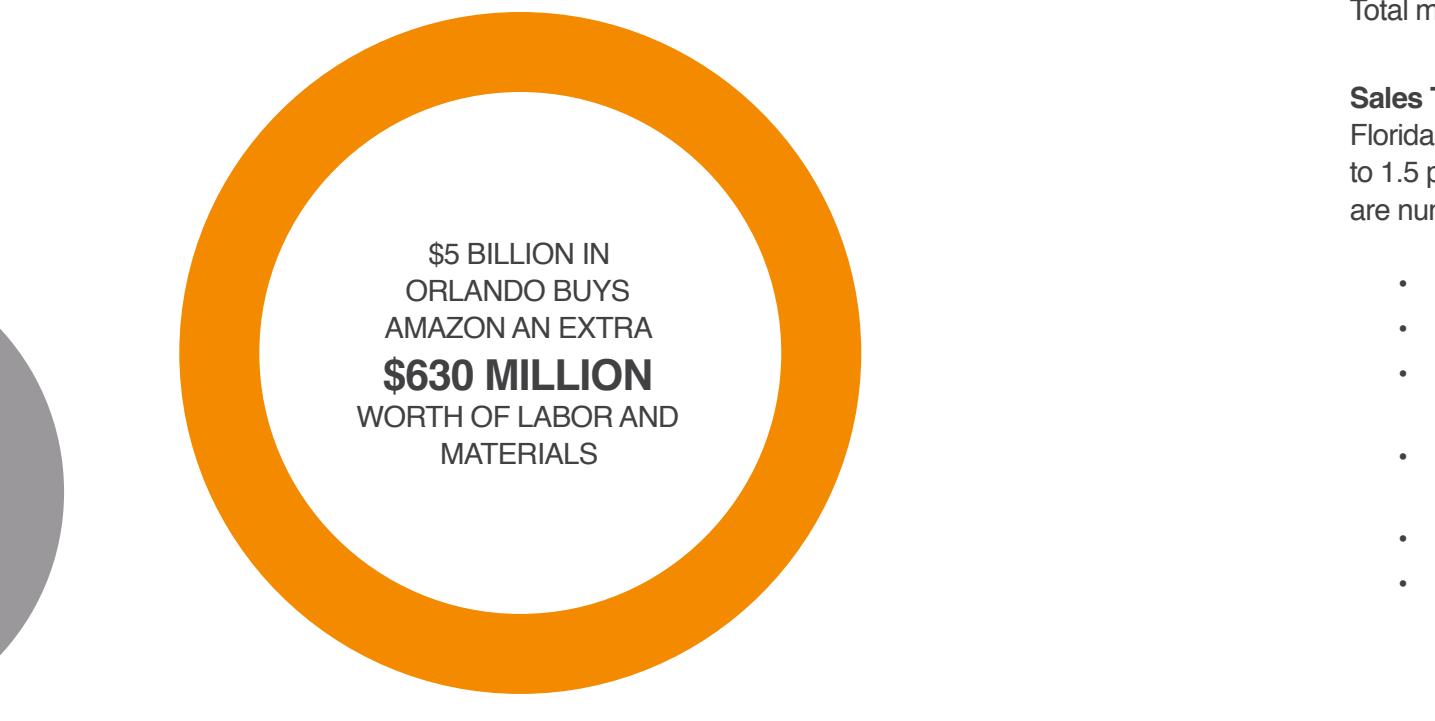
Metro Area	Employee Payroll	Fringe and Mandated Benefits	Utilities	Building/Lease Payments	Property Tax	Total Operating Cost	Local Index
Orlando	\$4,491,646,400	\$1,074,672,893	\$5,493,535	\$123,291,708	\$73,271,590	\$5,768,376,125	100.0%
Atlanta	\$4,717,612,600	\$1,127,374,394	\$6,011,251	\$124,876,233	\$85,991,198	\$6,061,865,676	105.1%
Charlotte	\$4,763,012,700	\$1,143,415,040	\$5,335,855	\$117,505,880	\$61,980,386	\$6,091,249,861	105.6%
Dallas	\$4,761,997,300	\$1,138,229,949	\$3,259,659	\$120,494,064	\$132,045,793	\$6,156,026,765	106.7%
Chicago	\$4,883,469,100	\$1,178,564,625	\$5,774,864	\$166,192,139	\$56,691,321	\$6,290,692,049	109.1%
Seattle	\$5,197,914,800	\$1,277,936,468	\$7,683,227	\$145,959,879	\$51,848,239	\$6,681,342,612	115.8%

Utilities

Utilities in Orlando are five percent cheaper than Chicago, nine percent cheaper than Atlanta and 29 percent cheaper than Seattle, translating to savings of millions of dollars per year. In addition to our already competitive rates, Orlando has dedicated utility partners prepared to work aggressively with you to offset the costs, which you will find outlined per site. Not only are they committed to getting the best rates possible but also in the most sustainable and reliable ways.

Construction Costs

According to the R.S. Means 2016 Construction Index, Orlando's cost of construction and labor is significantly cheaper than the national average, scoring 87.4. Your construction dollars go further in Orlando. \$5 billion of capital investment nationwide would buy you an additional \$630 million worth of labor and materials in Orlando and \$150 million less in Seattle.



Taxes

Florida's tax burden is one of the nation's lowest. Estimated now at 9.31 percent of total state income, Florida's business climate ranks 4th best in the U.S.

Corporate Income Tax

Florida's corporate tax structure consists of a 5.5 percent tax on corporate income apportioned to Florida, which ranks 16th lowest among states that tax corporate income. Taxpayers doing business in and outside the state apportion their adjusted federal income to Florida by a three-factor formula (25 percent to property, 25 percent to payroll and 50 percent to sales). Florida reserves a single factor option for investments over \$250,000,000 over a two-year period.

Property Taxes

Each county and city with a proposed site has agreed to a 100% tax abatement or rebate for 10 years for each project phase. This abatement is for the county/city portion of the millage rate. The total millage rate is the sum of the rates of all applicable taxing units including counties, cities, schools and special districts. Florida has no state property tax. Taxes are levied on real and tangible personal property. All property is appraised at full market value and taxes are assessed by local assessors on 100 percent of appraised value. Total millage rates in the Orlando region range from 15.4670 to 26.7716 with an approximate percentage valuation of 1.7 percent.

Sales Tax

Florida levies a six percent general use sale or use tax on consumers. Some counties within the region impose additional rates from 0.5 to 1.5 percent for a combined sales and use tax rate ranging from 6.5 to 7.5 percent and those will each be addressed per site. There are numerous sales and use tax exemptions including:

- Labor component of research and development expenditures
- Machinery and equipment used predominantly in research and development
- Commercial space activity — launch vehicles, payloads and fuel, machinery and equipment for production of items used exclusively at Spaceport Florida
- Production companies engaged in Florida in the production of motion pictures, made for television motion pictures, television series, commercial music videos or sound recordings
- Semiconductor, defense and space technology-based industry transactions involving manufacturing equipment
- Machinery and equipment used by a new or expanding Florida business to manufacture, produce or process tangible personal property for sale

State Tax Comparisons

(Source: 2017 State Business Tax Climate Index, The Tax Foundation)

	Florida	Georgia	North Carolina	Texas	Illinois	Tennessee	Washington
Tax Foundation 2017 Rank	4	36	11	14	23	13	17
Corporate Income Tax	5.50%	6.00%	4.0%	-	7.80%	6.50%	-
Gross Receipts Tax	-	-	-	0.375%-0.75%	-	-	0.13%-3.3%
Property Tax as a Percentage of Personal Income	2.94%	2.69%	2.39%	3.56%	4.26%	2.13%	2.84%
Sales Tax	6.00%	4.00%	4.75%	6.25%	6.25%	7.00%	6.50%
Reemployment Tax Taxable Wage Base	0.10%-5.40% \$7,000	0.04%-8.10% \$22,300	0.45%-7.47% \$9,500	0.55%-7.75% \$9,000	0.01%-10.00% \$12,960	0.13%-5.72% \$8,000	0.13%-5.72% \$44,000
Income Tax	None	1%-6%	5.75%	None	3.75% of federal adjusted gross income	6%	None

Individual Income Tax

Florida is among six states in the country that collect no personal income taxes; a constitutional provision guarantees this.

Total Operating Cost

When it comes to pro-business climate, one would be hard-pressed to identify a better example than Orlando. KPMG recently named Orlando the No. 2 most cost-competitive location in the U.S. (large cities) in its 2016 Competitive Alternatives study reviewing key cost components including taxes, labor, facilities, transportation and utilities. Here's why: Unique to Orlando is the role that tourism plays, generating millions of dollars in tourist development tax revenue. This money is reinvested in our local community and enhances our residents' lifestyles, community assets and recreational choices.

When you look at the overall balance of operating costs, Orlando is a smart option saving you money where it counts. From the tax savings to the nationally competitive construction costs, the Orlando region is committed to working with you to make sure Amazon has all the advantages for success.

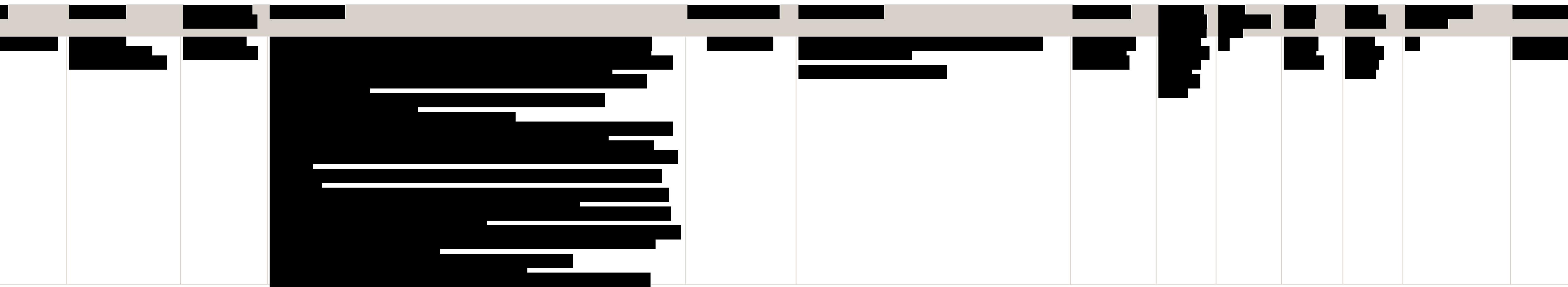
No. 2
MOST COMPETITIVE
LOCATION IN
THE U.S.
(KPMG)

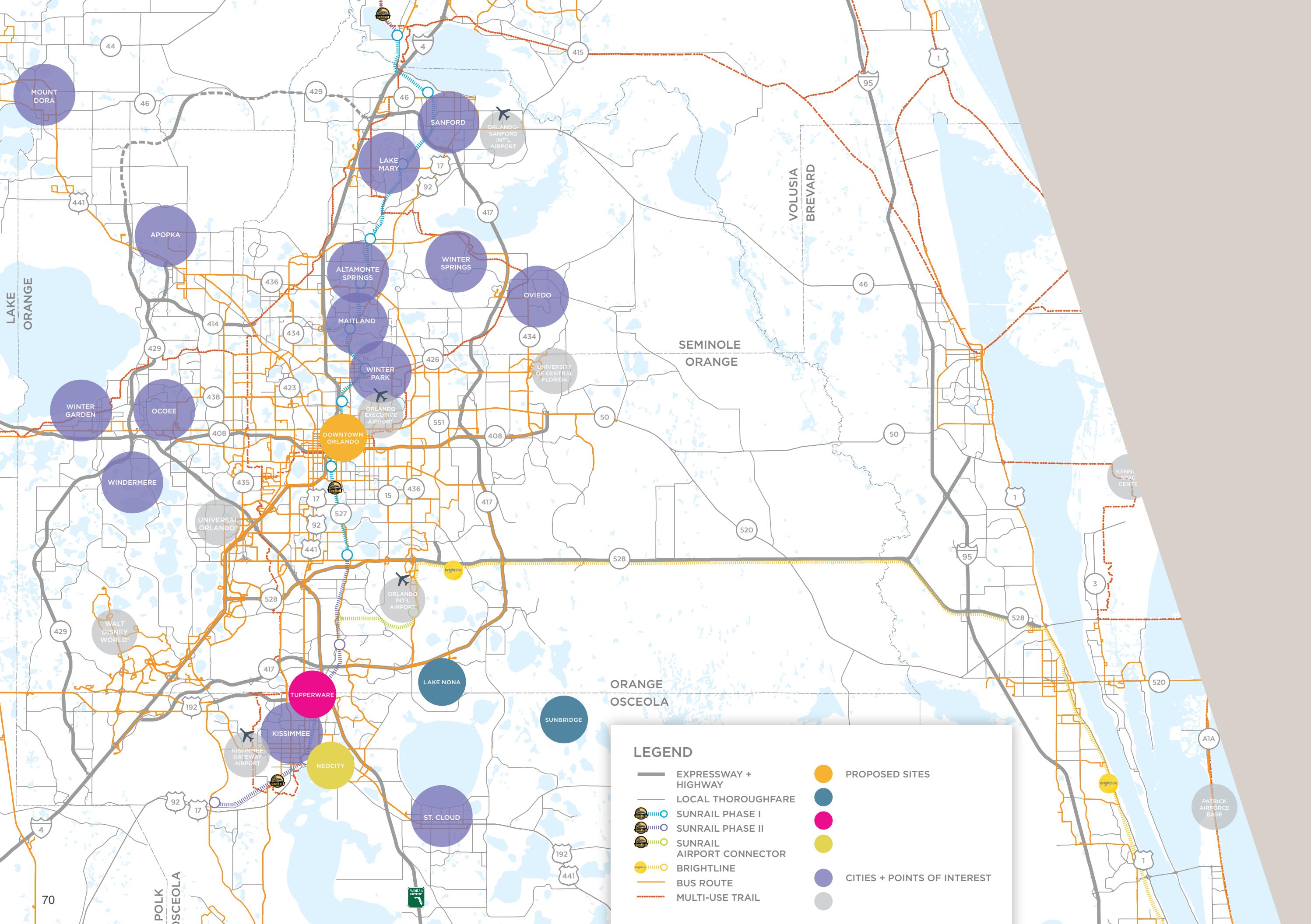
EACH COUNTY AND
CITY WITH A PROPOSED SITE
HAS AGREED TO A
**100% TAX
ABATEMENT**
OR REBATE FOR 10 YEARS FOR
EACH PROJECT PHASE.

Economics





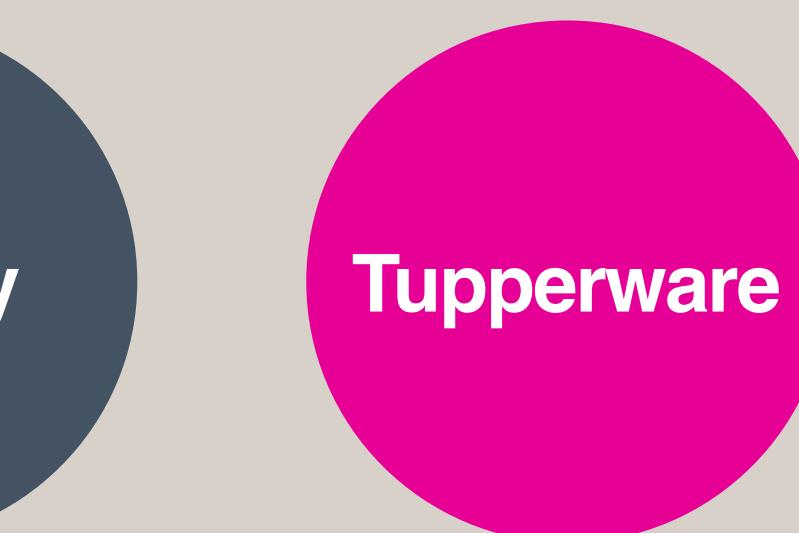




Choose Your Own Adventure

Amazon HQ2.0 will solve the world's most challenging technology demands when it selects a worthy lab, launchpad, classroom and muse. You and your fellow Amazonians are charged with finding a community that is bold, customer-centric and peculiar. A place with a complementary ethos, creative spirit, and an endless supply of the most precious natural resource of all: talented people.

In reviewing your requirements, we have identified 4 contrasting sites for HQ2.0 including creating your own city from the ground up, a Neo-urban growth area, the vibrant verve of our urban core, or configuring a multi-site campus that could span all three.



Downtown Orlando

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INTRODUCTION

Launchpad. Kitchen. Playground. Classroom. Boardroom. Muse.

While other downtowns across the U.S. have declined or embarked upon ambitious pivots, we have been thriving and growing steadily, blending the town-like charm of our brick-paved streets and friendly spirit with the unbridled vivacity and progressive verve of a world-class city. At the core of Orlando's past, present and future is its downtown, the city center of a seven county region on the rise that is defining the promise, potential and pace of the nation's third largest state. Downtown Orlando, or DTO as locals refer to it, has been the focus of countless media stories with one central theme: come, see for yourself, and we promise you'll be surprised by what you find.

Authentic Urban Infill

This is your Orlando opportunity for a true, authentic urban infill campus experience in the heart of a healthy, safe, and magnetic city center that is experiencing unprecedented momentum and growth.

Mobility Fluidity

The region's most imaginative and holistic transportation systems intersect here, delivering you everywhere.

Shovel-ready Center of Investment

The right time and the right place unite to form a site strategy for HQ2.O that would enable it to become the commerce anchor and catalyst partner within Creative Village—a 68-acre redevelopment area, wrapped by current investments of more than \$485 million that are 100% shovel-ready.

Surrounded by Amazonian Talent

In 2019, Creative Village will welcome 7,700+ students into the new University of Central Florida and Valencia College downtown campus, a facility that is planned for a projected 15,000 students.

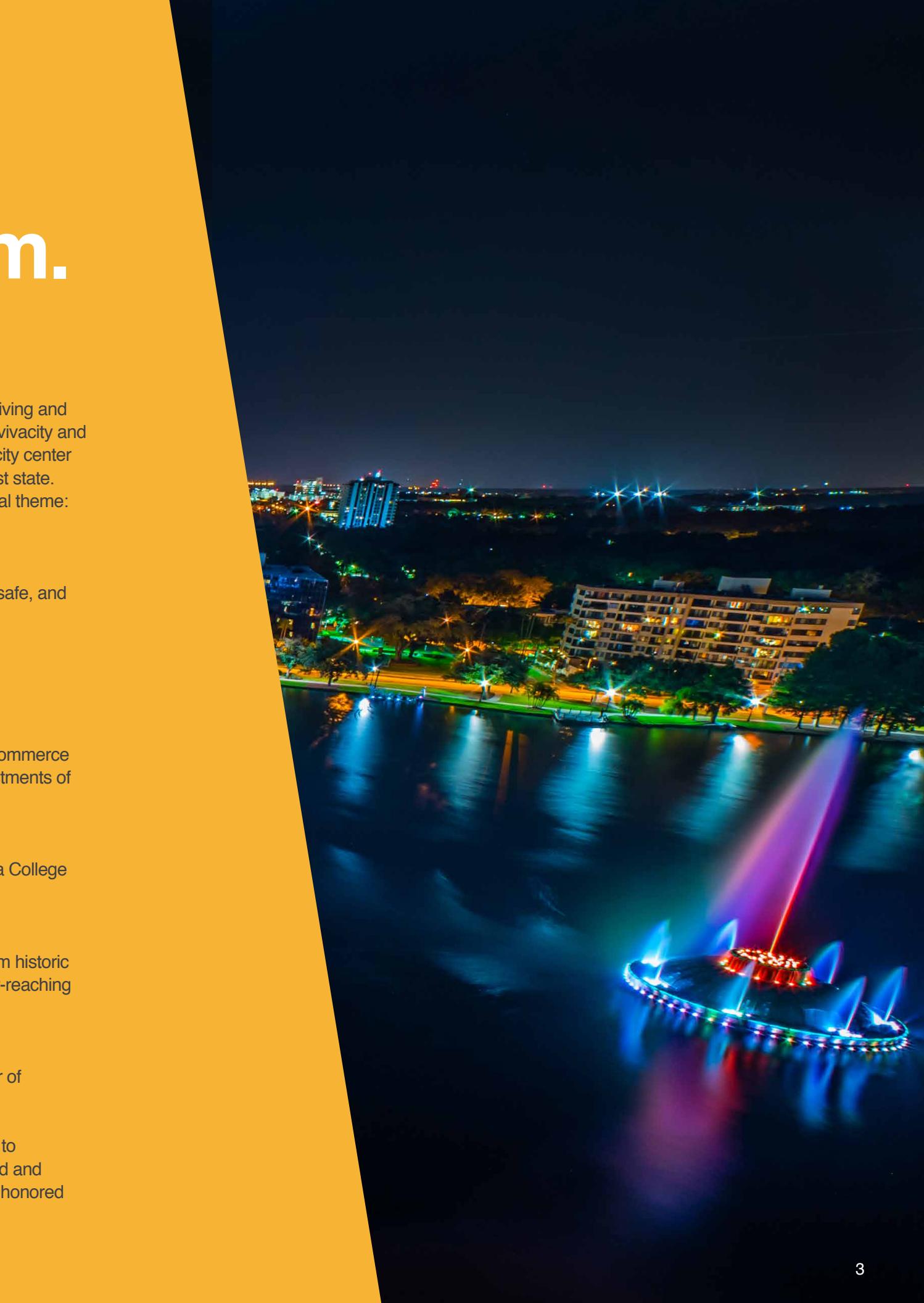
Powerful Partnership

You cannot survey our downtown skyline without seeing the monumental results of powerful partnership. From historic investments in infrastructure to vivid sports and entertainment venues, our ability to engineer complex and far-reaching public-private alliances will lead our creativity and strategy for HQ2.O.

Opportunity Economy Culture

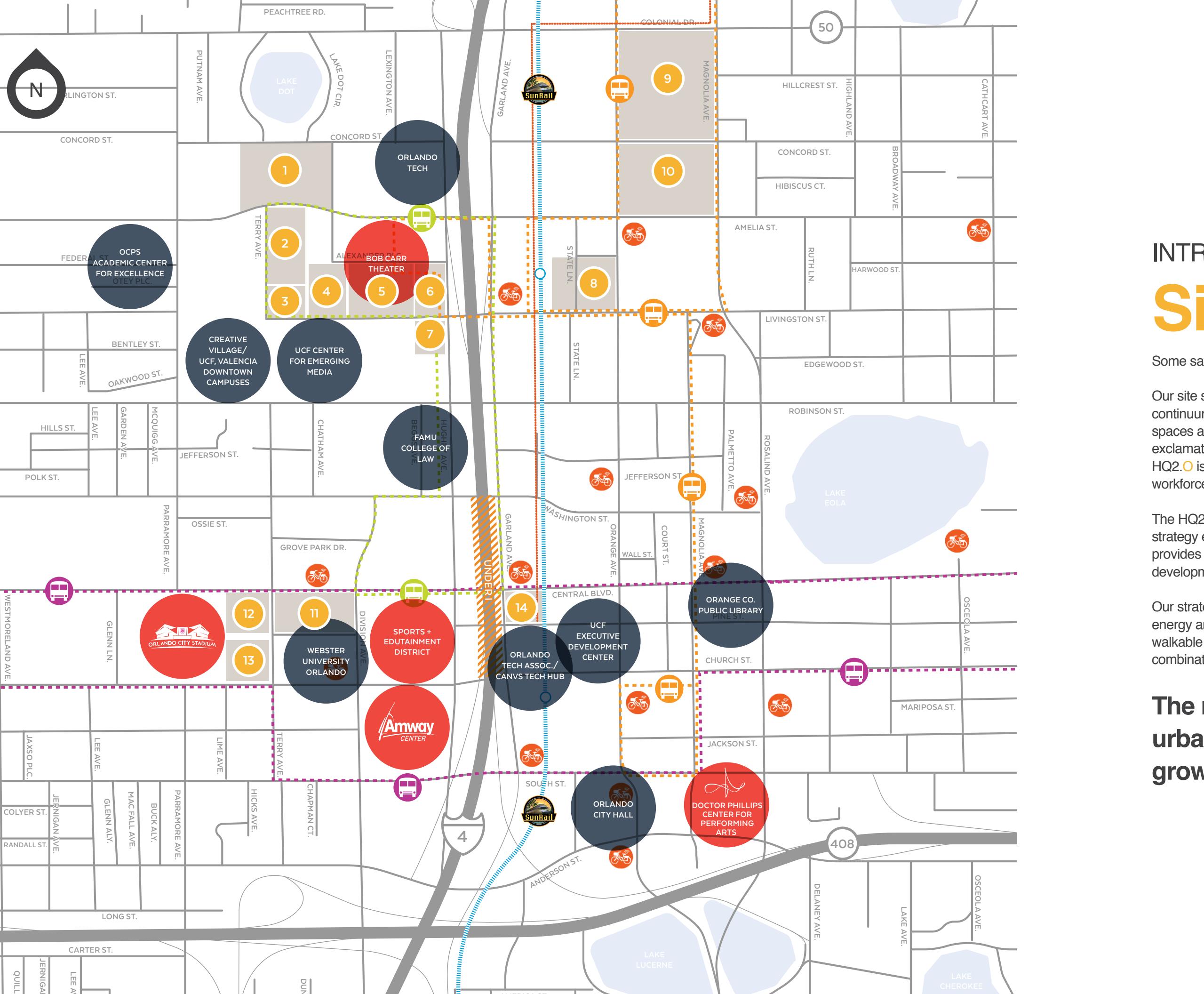
A growth-oriented business culture that attracts the creative class has created an economically diverse center of commerce and technology that is becoming the new tech hub of the South.

Downtown Orlando is a place that delivers on promises and where our size and inclusive culture welcome all to make their mark and make us stronger. We are a place where opportunity is abundant, dreams are celebrated and accomplishments are reflected in our unique courage. Our opportunity economy is thriving, and we would be honored for Amazon to amplify it.



Legend

- EXPRESSWAY + HIGHWAY
- LOCAL THOROUGHFARE
-  SUNRAIL PHASE I
-  LYMMO BRT ROUTES
-  MULTI-USE TRAIL
-  BIKE SHARE
-  PROPOSED SITES
-  EDUCATIONAL INSTITUTIONS/PROGRAMS
-  SPORT/ENTERTAINMENT VENUES



INTRODUCTION

Site Strategy

Some say location is everything. Others say timing is everything. When it comes to Downtown Orlando, both are right.

Our site strategy includes a campus comprised of prime parcels in our urban core surrounded by higher learning, a continuum of transportation options, a mosaic of divergent urban experiences and connected open spaces. Green spaces are anchor tenants, catalysts for commercial spaces and the spark that inspires. Blue spaces are liquid exclamation points, magnetic lakes that reflect sunsets and our city lights. The urban campus we've assembled for HQ2.0 is immersed within Downtown's academic and creative class heart. HQ2.0 will be surrounded by the talented workforce of tomorrow and the bright, creative minds of today.

The HQ2.0 campus will be one of several catalysts within an established and expanding urban core. The site strategy enables HQ2.0 to embed and expand inside our region's most kinetic area. The devised site framework provides flexibility, creativity and an array of supportive experiences and services in tandem with influential community development initiatives in addition to unprecedented public and private sector investments currently underway.

Our strategy includes custom configuration of different areas of infill redevelopment opportunities in DTO to absorb the energy and characteristics of our diverse Downtown as you progress throughout the HQ2.0 campus. This exceedingly walkable campus would integrate multiple modes of transit with powerhouse regional assets like UCF Downtown. This combination of factors would fuel Creative Village, while amplifying Amazon's brand and inspiring its workforce.

The rare opportunity to utilize large tracts of land in DTO's urban core helps Amazon answer short- and long-term growth demands in the region's epicenter.

47.41

Total acres of prime urban infill real estate

14

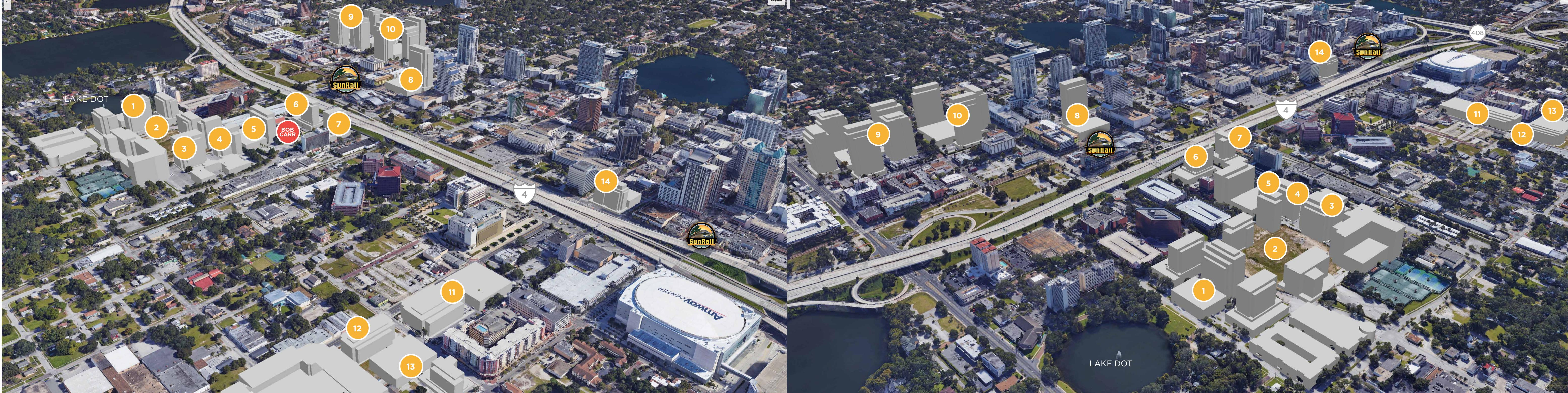
Urban core parcels

12M

Total square feet of entitlements on the DTO urban campus parcels

15

Minutes to walk across Amazon's DTO urban campus



HQ2.O's Connected Urban Campus Possibilities

Site Specifications

SITE NUMBER	PROPERTY NAME	SITE ACREAGE (contiguous)	PARCEL ACREAGE	PARCEL	OWNER NAME	ASSESSED VALUE	SITUS	ZONING CODE	MAX FAR	MAX PROGRAM	UTILITIES	
1	Creative Village-Lake Dot	5.90	5.90	292226160608011	City of Orlando	\$4,327,511	630 W Concord St	P/T/PH	6	1,542,257		
2	Creative Village-Central Park	2.49	2.49	292226185305000	City of Orlando	\$2,054,281	W Amelia St	PD/T/PH	6	650,089		
3	Creative Village-South Central Park	1.00	1.00	292226185307000	City of Orlando	\$994,591	W Livingston St	PD/T/PH	6	262,650		
4/5/6	Creative Village-Bob Carr	6.70	4.94	292226075800010	City of Orlando	\$11,308,202	401 W Livingston St	PD/T/PH	6	1,290,305	Water: OUC	
	Creative Village-Bob Carr West		1.76	292226185308000		\$1,692,122	W Livingston St	PD/T/PH	6	460,840	Wastewater: City of Orlando	
7	Creative Village-Marriott Parking	1.47	1.44	292226124101000	City of Orlando	\$1,375,249	388 W Livingston St	P/T/PH	6	384,199	Stormwater: City of Orlando	
			0.03	292226124101002		\$100	306 W Livingston St	P/T/PH	6		Electric: OUC	
8	Central Station	3.57	3.57	292226122901000	Midtown Opportunities XIIB LLC	\$9,120,246	434 N Orange Ave	AC-3A/T	6	932,010	Fiber: Multiple providers	
9	Orlando Sentinel North	10.99	10.99	292226928000024	Midtown Opportunities VIB LLC	\$20,826,586	633 N Orange Ave	AC-3A/T	6	2,871,040	Internet: Multiple providers	
10	Orlando Sentinel South	7.72	4.35	292226928000151	Orlando Opportunities South B LLC	\$7,038,034	64 E Concord St	AC-3A/T	6	2,018,222	Gas: TECO	
			0.99	292226884700010		\$2,239,930	75 E Amelia St	AC-3A/T	6		T	
			1.93	292226724400020		\$3,299,408	501 N Orange Ave	AC-3A/T	6		Traditional City. The T Overlay District is intended to establish urban design standards to perpetuate the positive design elements and the residential and commercial development patterns found within the Traditional City.	
			0.45	292226593200030		\$761,999	536 N Magnolia Ave	AC-3A/T	6		Planned Development - Creative Village. The PD district is intended to provide custom evaluation for individually planned developments. This PD is for Creative Village, and allows for a unique set of requirements that are not otherwise permitted in other zoning districts.	
11	Central Parking Lot	2.58	2.58	292226226501000	City of Orlando	\$1,138,442	522 W Central Blvd	AC-2/T/PH	6	436,471	PH	Parramore Heritage Overlay District. The PH Overlay District is to promote the stability and prosperity of the Parramore Heritage neighborhood by reducing the over-concentration of social service uses within the district.
12	Orlando City Stadium	2.10	2.10	292226629102000	Orlando Soccer Stadium Land Co LLC	\$2,187,512	22 S Terry Ave	AC-2/T/PH	6	548,856	MA	Major Attraction Overlay District. The MA Overlay District is designed to allow for major tourist oriented entertainment facilities, including increased flexibility with regard to uses, development standards, and signage.
13	Orlando City Stadium	1.67	1.67	292226629103000	Orlando Soccer Stadium Land Co LLC	\$2,740,877	114 S Terry Ave	AC-2/T/PH	6	674,309		
14	Garland Parking Lot	1.22	0.22	292226673201011	City of Orlando	\$695,010	107 W Pine St	AC-3A/T/MA	6	319,643		
			1.00	292226673201001		\$2,760,974	123 W Pine St	AC-3A/T	6		All parcels have utilities in place	
TOTAL		47.41	47.41			\$74,561,075				12,390,891		

Zoning

AC-2

Urban Activity Center District. The AC-2 district is intended to provide for concentrated areas of residential, commercial, office, industrial, recreational and cultural facilities serving major subregions of the Orlando urban area, and at intensities significantly higher than in surrounding neighborhoods.

AC-3A

Downtown Metropolitan Activity Core. The AC-3A district is the highest density/intensity general zoning district in the City of Orlando. It is intended to make Downtown Orlando a true regional hub for commerce, government, tourism, education, culture and retail trade.

PD

Planned Development - Creative Village. The PD district is intended to provide custom evaluation for individually planned developments. This PD is for Creative Village, and allows for a unique set of requirements that are not otherwise permitted in other zoning districts.

T

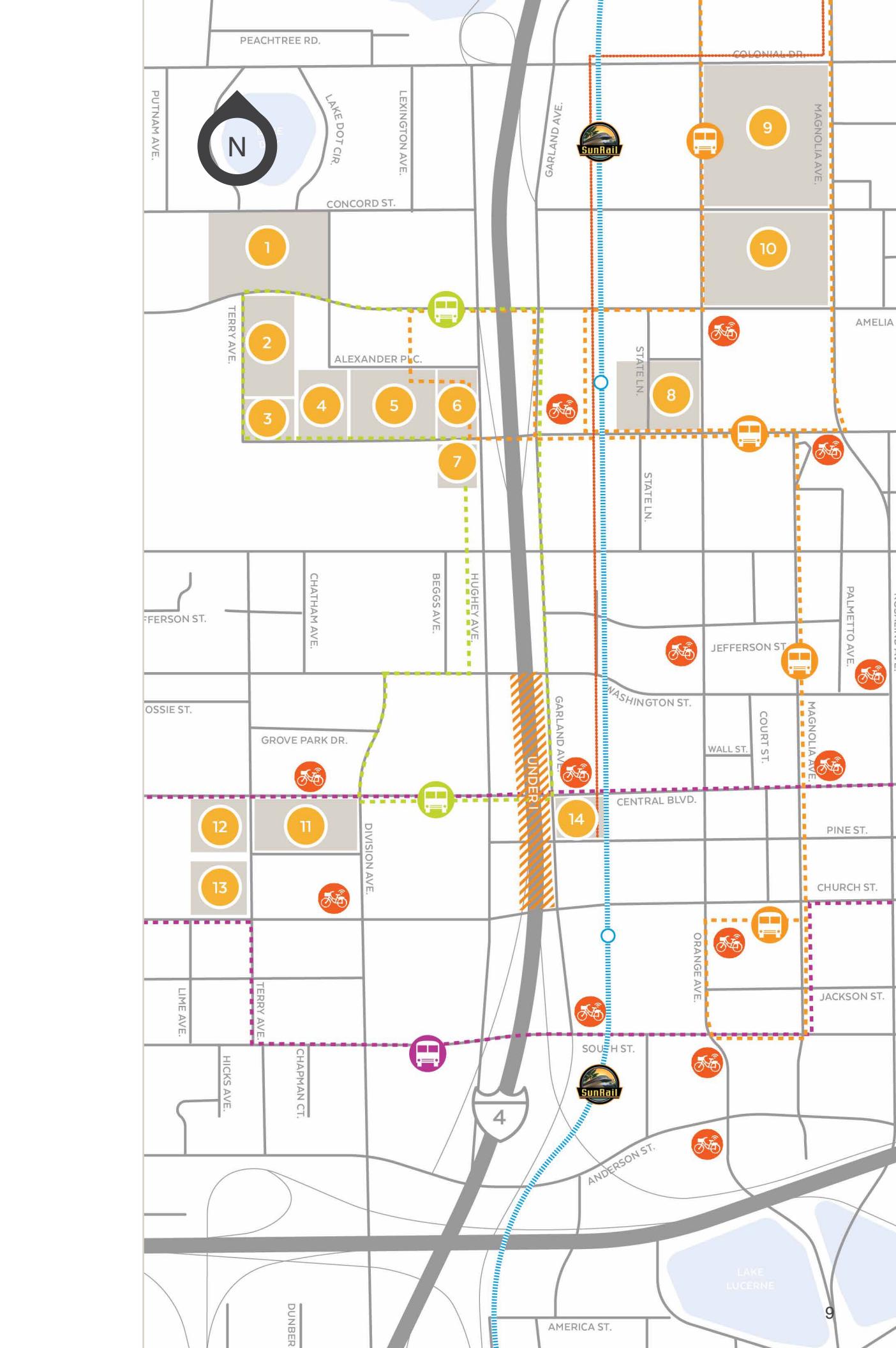
Traditional City. The T Overlay District is intended to establish urban design standards to perpetuate the positive design elements and the residential and commercial development patterns found within the Traditional City.

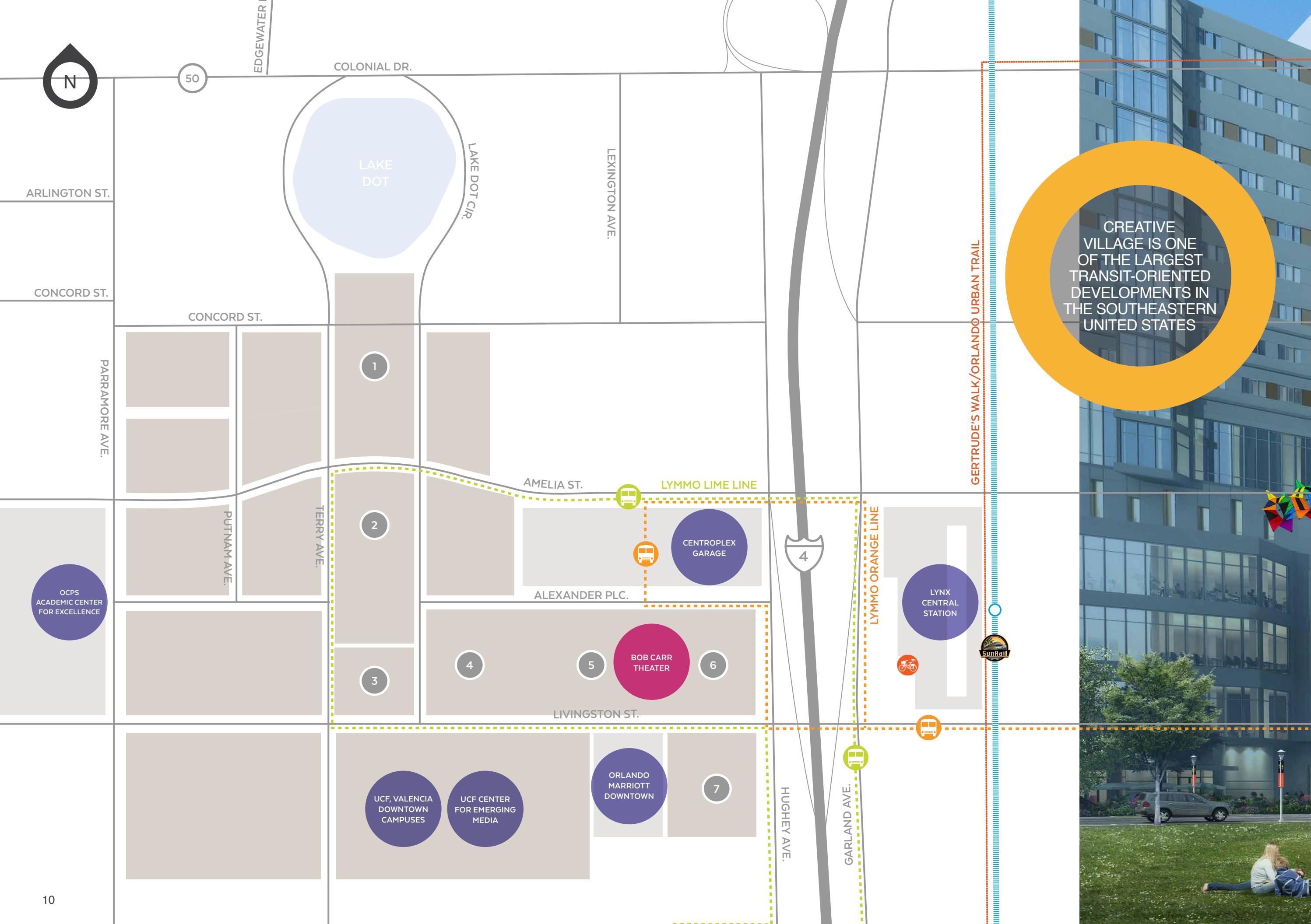
PH

Parramore Heritage Overlay District. The PH Overlay District is to promote the stability and prosperity of the Parramore Heritage neighborhood by reducing the over-concentration of social service uses within the district.

MA

Major Attraction Overlay District. The MA Overlay District is designed to allow for major tourist oriented entertainment facilities, including increased flexibility with regard to uses, development standards, and signage.





GERTRUDE'S WALK/ORLANDO URBAN TRAIL

CREATIVE VILLAGE IS ONE OF THE LARGEST TRANSIT-ORIENTED DEVELOPMENTS IN THE SOUTHEASTERN UNITED STATES

100%
CITY OWNED AND SHOVEL-READY



Creative Village

A place for those who understand that brainpower is sustainable energy capable of fueling everything, Creative Village is emerging right now in the heart of Downtown Orlando.

The 68-acre public-private development includes a \$485 million investment in its first phase of development. Creative Village is anchored by the nation's newest, innovative urban higher education campus, University of Central Florida's and Valencia College's Downtown Campus, and integrates a mix of affordable, market-rate and student housing with new office space for high-tech, digital media and creative companies in addition to a dynamic mix of restaurants, public art, walkable public spaces and iconic parks. Located adjacent to LYNX Central Station and SunRail and serviced by the LYMMO downtown circulator, Creative Village is one of the largest transit-oriented developments in the Southeastern United States. Education is the foundation of the Creative Village vision. In addition to the UCF + Valencia College downtown campus, Creative Village is adjacent to the new 14-acre Orange County Public Schools Academic Center for Excellence (ACE), a community school serving children in preschool through eighth grade that includes medical, dental, counseling, and childcare services for the students and their families.

The Creative Village parcels are Amazon's prime opportunity for its HQ2.0 Phase I development, with turnkey sites at the epicenter of this mission-driven public-private partnership. Co-locating in Creative Village along with UCF and Valencia College will create an unprecedented opportunity to influence the educational ecosystem forming in Downtown, and impact the lifelong educational attainment of the neighboring Parramore community.



UCF + VALENCIA
DOWNTOWN CAMPUS
OVERLOOKING
CENTRAL PARK
OPENING FALL 2019



When complete, this dynamic, sustainable neighborhood will support a diverse mix of uses, including a minimum of:

1,000,000+

Square feet of office/creative space

500,000

Square feet of education space

1,200–1,500

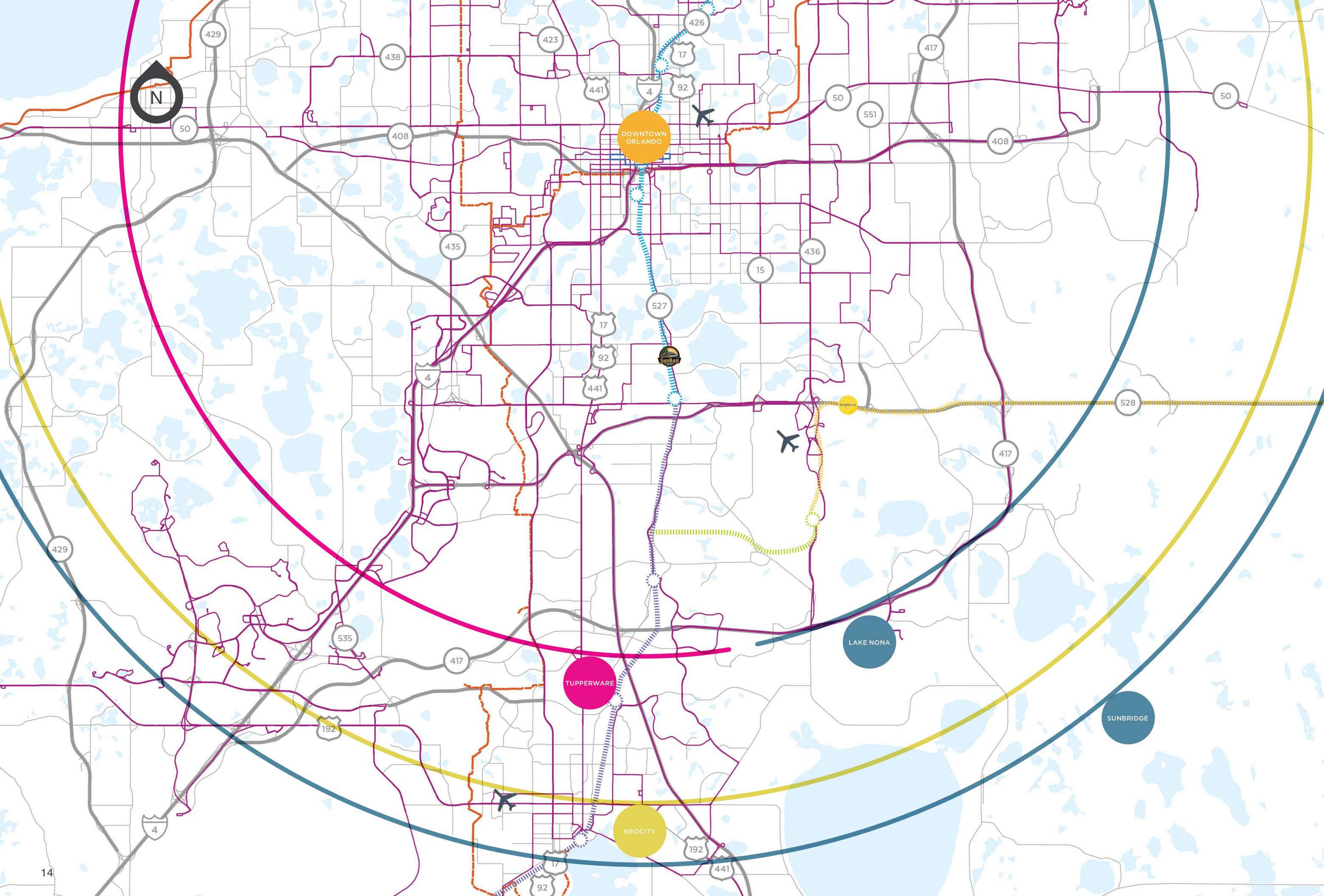
Residential units

125,000–150,000

Square feet of commercial/retail space

150–200

Hotel rooms



20

Miles to Tupperware

25

Miles to Lake Nona

25

Miles to NeoCity

28

Miles to Sunbridge

Location

True to our united spirit,
Downtown Orlando is the
ideal urban element of a
blended regional location
option for HQ2.O



Walk
Bike share
LYMMO
LYNX
SunRail
Car share
Smart parking
Pedicabs
Swan boats
Mobility fluidity
intersects here.

TRANSPORTATION

The Journey is Half the Fun

The region's most advanced smart mobility network converges at HQ2.O's Downtown Orlando campus doorstep and wraps the entire campus with mobility options. SunRail, rapid transit, car share, bike share, smart parking and autonomous vehicles will circulate Amazonians fluidly throughout the campus and beyond to deliver a frictionless mobility experience with robust connectivity from day one of HQ2.O.

- Interstate-4 expansion underway (completion in 2021)
- 5 minutes/2 miles from the 408 interchange
- 12 minutes/7 miles from the 417 interchange
- 21 minutes/18 miles from the 429 interchange
- 11 minutes/7 miles from the Florida Turnpike
- 12 minutes/4 miles from the Orlando Executive Airport
- 25 minutes/13 miles from the Orlando International Airport
- 32 minutes/22 miles from the Sanford Orlando International Airport
- 76 bus routes stretching 2,500 square miles converge at the LYNX Central Station
- 4 LYMMO routes circulating through Downtown for more than one million passenger trips per year

Vivid districts and neighborhoods are woven together through a brand new urban trail system that transforms "getting around" into "getting connected." Tree lined brick-paved streets and wide, open sidewalks graciously connect people from home or office to restaurants, events, green spaces and blue spaces. Because the truth is, there's another, perhaps greater half of DTO you have to slow down to see.



Collaboration Moves Us

An example of the creativity and collaboration Amazon can expect is exemplified in our approach to helping develop a customized transportation solution for Florida Hospital's Health Village. Florida Hospital employees get a 25 percent subsidy from the hospital on their monthly SunRail passes and prepaid value plans through their Commuter Benefit provider. The remaining 75% is deducted, pre-tax through payroll. SunRail has worked with the hospital to provide first-time riders with a special pass that provides a free 30-day trial designed to spur mass transit adoption for traditional commuters.

Spend less time
getting there.

4

SunRail stations in DTO

25

Minutes from the Orlando
International Airport (MCO)

9.6

Miles of LYMMO rapid transit
circulating throughout DTO

6

Car share locations

Trade miles per hour
for moments per hour.

8

Pedal-powered swan
boats for rent at Lake Eola Park

901

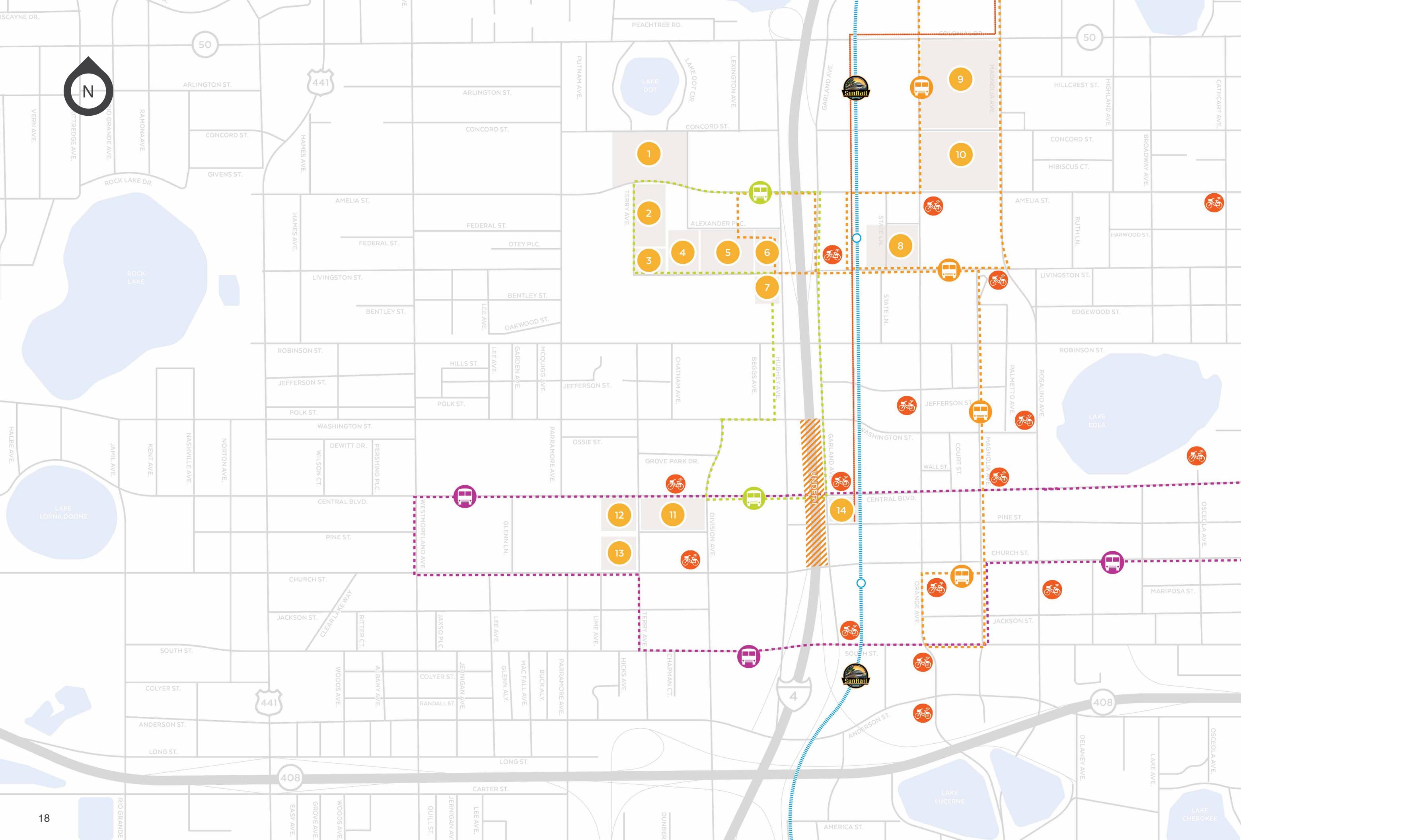
Miles of sidewalks

23

Bike share pick-up locations

265

Miles of bike lanes



Legend

- EXPRESSWAY + HIGHWAY
- LOCAL THOROUGHFARE
- SUNRAIL PHASE I
- LYMMO BRT ROUTES
- MULTI-USE TRAIL
- BIKESHARE
- PROPOSED SITES
- EDUCATIONAL INSTITUTIONS/PROGRAMS
- SPORT/ENTERTAINMENT VENUES

The region's most advanced smart mobility network converges at HQ2.O's urban doorstep, wrapping the entire campus with mobility fluidity.

TALENT

Techforce

Every day, a workforce of more than 78,000 power DTO's opportunity economy, making it one of the region's major employment centers and home to headquarters, satellite offices, tenacious tech companies and spirited startups. Centrality, livability, mobility and accessibility are among the reasons they choose DTO as their business home.

Commerce and creativity thrive in Orlando, home to a well-established, \$14 billion technology industry and a rapidly-growing collection of innovative startups that are pushing boundaries and finding new ways to solve problems. The members of our community are dynamic and forward-thinking technologists driving progress in advanced military simulation and training, software development, digital media, gaming, and film, among other sectors.

The future of our city is being shaped every day by innovative companies, civic entities, non-profits and educational institutions, all collaborating to shape educational programs, create workspaces, fund incubator and accelerator programs and build the infrastructure that inspires and unleashes the human capacity to create.

Our tech community support system is diverse, with leadership of our largest ecosystem players represented by women, Latino, African American and LGBTQ leaders. Central Florida has a Women and Minorities in Tech group as well as Black Orlando Tech.

Educational institutions, the Orlando Tech Association, co-working spaces, Starter Studio, other incubators and accelerators, and Firespring Fund are all part of the necessary primeval soup that propels the creation of a healthy tech ecosystem that is unique to the Southeast and especially to Florida.

78,000+

People work in DTO

\$14,000,000,000

Technology industry thrives in Orlando

10,900,000

Rentable square feet of office space

89.8%

Office occupancy rate

3

Mobile carriers bringing DAS Nodes for 5G service into DTO

Orlando Tech Association (OTA)

With a mission to support tech companies of all sizes, OTA provides networking and education to Orlando's talented techforce, tech-focused programming, such as Orlando Tech Week, and a unified voice for tech leaders and companies. Recognized for its influence and promise, OTA was invited to the White House under President Obama and is the largest tech related meet-up in the Southeast with over 4,000 subscribers via meetup.com.

Canvs + Catalyst + Colab

Canvs, Catalyst and Colab exemplify DTO's commitment to supporting those who wish to start and grow a company, with a focus on further developing DTO as a center for technology. Currently home to 100+ companies working in areas of technology, these progressive coworking hubs are a vital part of DTO's entrepreneurial ecosystem, helping seed and grow our talented techforce.

Starter Studio

Starter Studio is an accelerator program for technology related startups in the earliest stages of development. As a non-profit focused on helping emerging tech entrepreneurs convert their ideas to viable business strategies, the program provides teams the unique opportunity to gain education, mentorship, legal and financial resources, networking opportunities, and the right culture to help innovative solutions grow.

FireSpring Fund

FireSpring Fund, one of only three evergreen multimillion-dollar seed funds, was established to provide seed-stage capital to high-growth-potential, early-stage technology companies in Florida. In addition, FireSpring Fund provides an advanced Accelerator which provides education, mentorship, peer support, feedback and other learning opportunities to gain customers and market share and to ready companies for venture capital funding.

UCF Business Incubation Program

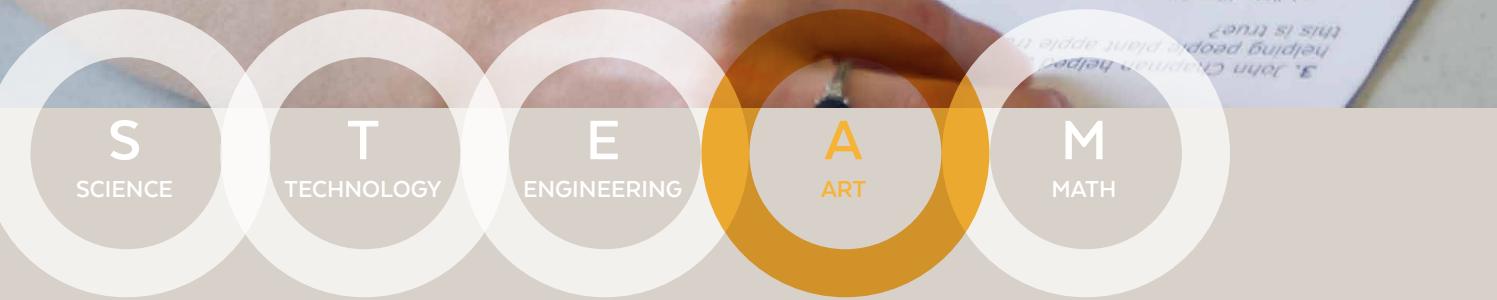
UCF Business Incubation Program (UCFBIP) helps early-stage companies develop into financially stable, high-impact enterprises by providing resources and services that facilitate smarter, faster growth. UCFBIP has directly or indirectly produced and sustained more than 4,700 permanent, high-quality jobs within our region, many of these in high technology industry sectors.

Downtown Orlando Partnership

Downtown Orlando Partnership is the boutique business chamber that hyper focuses exclusively on DTO and is dedicated to enhancing business and community relationships through collaborative events and initiatives. One of its programs, Connect DTO, is a six-month course that offers in-depth insights into Downtown Orlando. Class members participate in educational sessions, tours and small group conversations with community leaders. Session topics include downtown real estate, art and culture, sport and entertainment, lodging and dining, technology, quality of life and more.



DTO's unique educational ecosystem goes beyond STEM to include art. Our STEAM curriculum encourages radical thinking and kinetic exploration, the cornerstones of invention and creativity.



DTO's unique educational ecosystem goes beyond STEM to include art. Our STEAM curriculum encourages radical thinking and kinetic exploration, the cornerstones of invention and creativity.

Orlando Science Center Preschool
The Orlando Science Center Preschool offers an environment unmatched by any other preschool in Central Florida. A curriculum for ages 3-5 features diverse, hands-on STEM experiences integrated with a creative curriculum that excites young learners, encourages curiosity and develops critical thinking skills.

Orlando Rep Youth Academy
The REP Youth Academy provides a professional theatrical experience in an educational environment that is by, for and about young people. With a variety of classes during the school year and summer for all age groups (3-18), participants develop their acting, vocal, dance and design skills to produce and perform in their own full-scale productions.

Orange County Public Library WhizKids Club
WhizKids is a tech club for ages 6-12. Participants create comics, animate images, mix music, make movies, design games, apply code and more. Classes, labs and hangouts are scheduled throughout the year at all 16 branches of the county's library system.

Page 15
With its annual Young Writers Summer Camp, authors in grades 2-12 get the opportunity to write, illustrate and publish their own book. The camp encourages budding wordsmiths and reluctant writers with personal attention from published authors, editors and illustrators, giving them the opportunity to share their voices and tell their stories.

Orange County Public Schools Magnets and ACE
Orange County has established diverse magnet program for K-12 students who seek more intensive studies in world languages, digital media, aviation and the arts. DTO's newest school, the Academic Center for Excellence (ACE) is adjacent to Creative Village and provides education for students in preschool through

Howard Middle School Visual and Performing Arts Academy
Programming at this award-winning magnet school provides students with advanced core courses while preparing them for careers in theater, dance, music and visual arts. There are many opportunities during the year for students to showcase their talents at concerts, recitals, exhibits and competitions at some of downtown Orlando's premier venues.

The Melrose Center
The second floor of the Orlando Public Library houses 26,000 sq. ft. of space, equipment and resources dedicated to creativity and technology. Every day, the Center's calendar is packed with classes that provide lifelong learners access to simulation, 3D printing, programming, video production, sound mixing, lighting, photography and more.

EDUCATION Energized Education

The future of education lives here. Downtown Orlando is the classroom where every age and life stage is powered by enriched education, including the arts.

Education is one of the major catalysts actively transforming Downtown Orlando. As educational institutions expand within DTO, so does the potential to cultivate leaders for our opportunity economy. Our unified focus is on developing 21st century skills—creativity, collaboration, communication and critical thinking—to ensure that our students can conquer all of the challenges put before them in our increasingly technological world.

STEM is no longer an option, it is the future. The infusion of Art into STEM focused curriculum and programming is one of the distinctions of the DTO's energized education ecosystem.

UCF Downtown

UCF Downtown will be the academic heart of our city that's already attracting national attention for its entrepreneurial, high-tech and creative economy. The new campus will bring students Downtown to study degree programs that align with the region's emerging industries, particularly in DTO. Beginning in the fall of 2019, 7,700 students will be living, learning and working next to the HQ2.O site within Creative Village. The campus is planned to grow to 15,000 students.

Valencia College

Valencia College offers the first two years of general-studies courses and programs in digital media and health-information technology at the new downtown campus. Valencia will relocate its Walt Disney World School of Hospitality and Culinary Arts Hospitality school to Creative Village and also provide workforce training and other certificates to increase access to education in DTO.

Florida Interactive Entertainment Academy (FIEA)

FIEA is UCF's graduate program for interactive entertainment. Students work as producers, programmers or artists on real-world projects, complete with real-world milestone expectations and deadlines. The program is ranked No. 2 in the U.S. by the Princeton Review and has alumni working at 135+ companies including Nintendo, Marvel, Apple, Industrial Light & Magic, Electronic Arts and Blizzard Entertainment.

Orange County Public Schools' Orange Technical College

Orange Technical College Orlando Campus began serving technical education needs in 1933. Students and faculty represent a broad spectrum of cultural, national and ethnic backgrounds reflective of the DTO community. Learning is enhanced by a campus-wide electronic delivery system of multimedia learning resources used to deliver advanced instruction to students.

Florida Agriculture and Mechanical University College of Law

Located in the heart of DTO, students have access to a state-of-the-art facility, mere blocks from governmental offices, major law firms, large corporations and legal services agencies. Florida A&M University College of Law celebrates DTO's diversity as shown in its 79% minority and 54% female student body. In fact, in the past five years, Florida A&M University College of Law has produced more African-American lawyers than every other Florida law school combined. It is ranked No. 4 among the state's 11 law schools.



ETHOS An Ethos of Love

You can learn everything about the future of a city by the way they treat people.

Downtown Orlando is the heart of our region and this means more than a geographic center; this is about the way we treat one another and the legacy we are leaving for tomorrow. The common ties that bind people, businesses, organizations and institutions make up our unique DTO community. Strong linkages and collaboration among these diverse groups create an intricate and colorful social fabric that supports and cares for our community, its economy and our most precious natural resource of all—our people.

We are a diverse and open community that takes pride in taking care of our own and celebrates the kaleidoscope of diversity that defines us. Orlando United is our universal rally cry and we wrap ourselves tightly in a rainbow every day of the year—not just for PRIDE month.

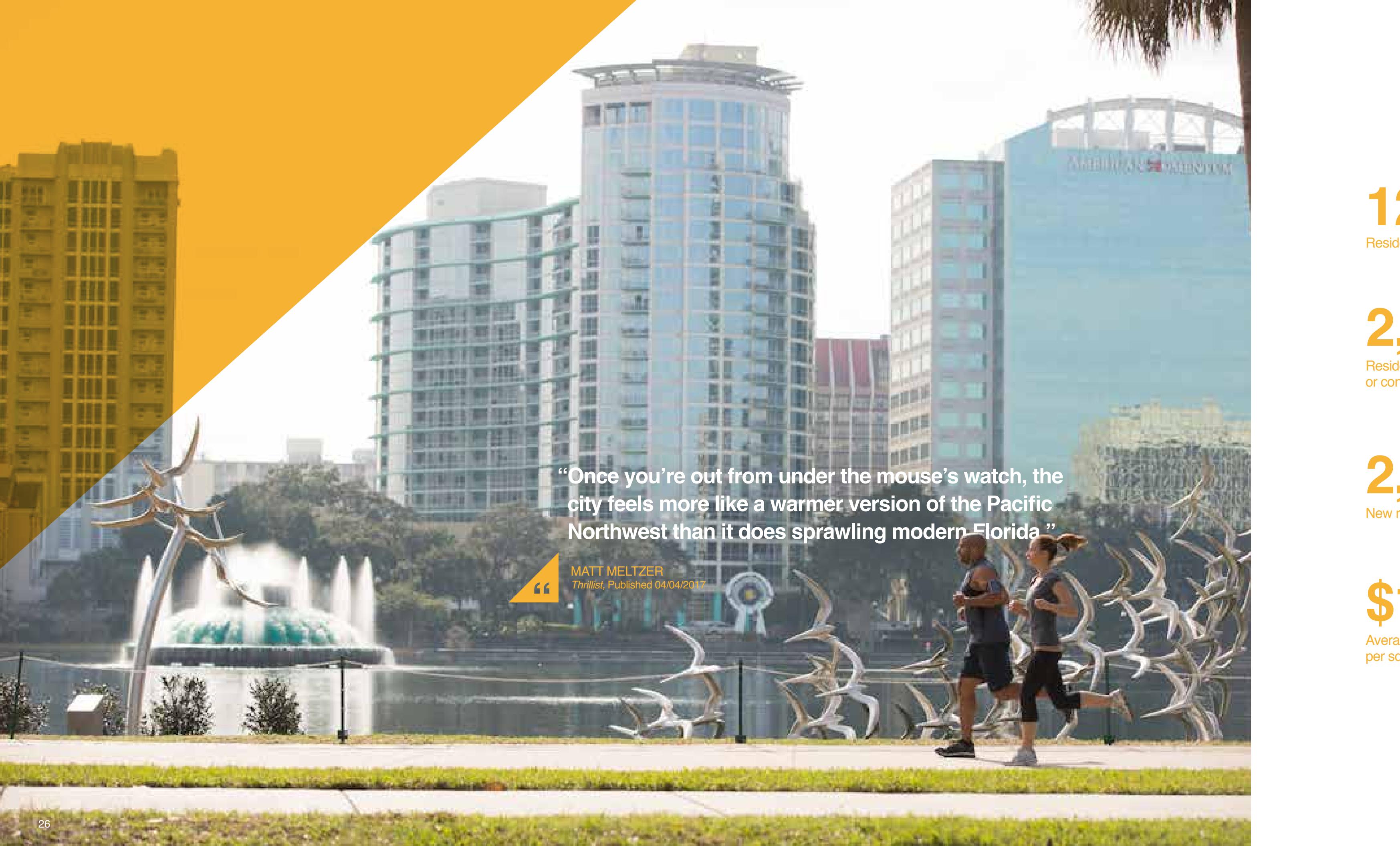
When our community was confronted with unthinkable hate at the Pulse nightclub, we responded with compassion, unity and *love*. In an instant, what would have potentially torn apart other places, had the opposite effect on Downtown Orlando. Faith leaders shifted to sermons of love over hate. Children created artwork and makeshift lawn posters emblazoned with rainbows. We adopted the rainbow as the universal brand color of Downtown Orlando.

The events at Pulse galvanized our community, demonstrating our courage, collaborative spirit and strength under dire circumstances. We united around tragedy and through this journey, we have shown the world and one another what a resilient, compassionate place looks like. It is with deep sorrow that we have already had to share our experience with another city. While preparing this submission, members of our City of Orlando team were in Las Vegas sharing lessons we have learned to help their city acclimate and coordinate resources in the wake of their tragedy.

Today we continue our progressive social justice agenda to nurture equality and advance humanity. The Orlando City Council signed the Charter for Compassion and unanimously adopted a resolution designating Orlando as a Compassionate City. By signing the charter, Orlando joins the more than 50 countries, 70 cities and two million individuals around the globe who have committed to working together to embrace and apply compassionate solutions.

Throughout Orlando, communities continue to organize supplies, clothing and other donations for delivery to Puerto Rico. We have also begun welcoming evacuees who have lost their homes and livelihoods due to Hurricane Maria and helping them connect with resources and services.

We will continue to foster and grow a culture of respect and an environment that celebrates service and compassion, where people understand their connection to the larger whole, receive outstanding service and support and exist within a place whose only goal is to help them thrive.



“Once you’re out from under the mouse’s watch, the city feels more like a warmer version of the Pacific Northwest than it does sprawling modern Florida.”

MATT MELTZER
Thrillist, Published 04/04/2017

12,098

Residential units in DTO core

2,220

Residential units in pre-development or construction

2,177

New residential units in progress

\$1.70

Average residential rental rate per square foot

LIFESTYLE

Lifestyle, Your Style

The New York Times listed Orlando #13 out of 52 places to go in the world in 2015, citing DTO's new performing arts center, major league soccer team and nom-worthy food scene. Our growing arts community, music and theater stages, museums and indoor and outdoor sports venues create an experience destination that offers a distinctively different version of “attractions.”

DTO's scale and design magically juxtapose the vivacity of an urban core with the charm and size of a big town. If you want an instant look of surprise from an Orlando newbie, take them on a drive down Orange Avenue and then into Eola Heights, Thornton Park, Delaney Park or Colonialtown. Sky-high apartments, condos and business towers transition within blocks to mature oak trees shading brick-paved streets accented by neighborhood cafés, shops, bars, galleries and yoga studios and onto historic homes, lavish estates and quaint bungalows.

200+

Dining and entertainment spots including James Beard-nominated chefs

1,100+

Annual events

4

New world-class sports and entertainment venues

1,600+

Hotel rooms in DTO

Rally. Revel. Repeat. Sports + Entertainment

Whether planning a family field trip, night out with friends or entertaining business colleagues, we've got your ticket to the big game.

Hosting is in our DNA. It is a common thread that connects our community: government officials, centers of transportation, visitors' bureaus, corporate partners, theme parks, media outlets, marketing and event planners, a vast array of hospitality providers and an extensive network of volunteers. This rare, calibrated synergy powers the infrastructure that magnetizes the world to Orlando year-round for global sports and entertainment events. No other city in the Southeast can deliver fan experiences from arrival to departure to memories that last a lifetime like Orlando.

World Cup, NBA All-Star, NFL Pro Bowl, NCAA basketball tournaments, WrestleMania, Call of Duty World Championship... pick a sport and chances are that we've not only hosted it, but also set a new standard in its fan experience because Orlandoans know how to rally, revel and repeat.



4

Professional sports teams

107

Regular season home games

3

Nationally televised NCAA college
bowl games are hosted in DTO



We bleed purple

In 2014, the *Boston Globe* recognized Downtown Orlando's Wall Street as one of the best places in the U.S. to watch the World Cup, the only city in the Southeast to make the list—and this was before we even had an MLS team. Fast forward to our inaugural game in 2015 when 62,358 fans "filled the bowl" to watch Orlando City's first MLS match inside of Camping World Stadium. Today, games are held inside of a sleek, new state-of-the-art soccer stadium in Downtown Orlando, and once you've attended a game, you'll see that the energy of 25,500 proud Orlando fans make it feel like triple that capacity. Season ticket holders are everyone's best friend. The streets and bars fill with a sea of purple on game day—regardless of whether it's at home or away. We bleed purple for our lions. Step inside our stadium on game day. Head to a bar on game day. Just walk outside and try to not spot a neighbor in purple. Overnight, Orlando has become a soccer town and no Amazonian will ever have to experience soccer separation anxiety.

All the City's a Stage, Gallery, Museum, and Canvas

Arts + Culture



Dr. Phillips Center for the Performing Arts

If it's a show you're looking for, the Dr. Phillips Center for the Performing Arts offers plenty of shows such as Broadway musicals, ballet, jazz concerts, Pecha Kucha, private events and more. The venue features a 2,700-seat amplified hall, 300-seat venue for smaller shows and events with construction underway on a 1,700-seat acoustic hall for ballet, operas and orchestral performances.

Loch Haven Park
Art meets science and sunshine at this 45-acre cultural park. Nestled between three lakes and part of the Ivanhoe Village Main Street District, Loch Haven Park is home to the Orlando Shakespeare Theater, Orlando Ballet Company & School, Orlando Science Center, Orlando Repertory Theatre, Orlando Museum of Art, Orlando Fire Museum, Mennello Museum of American Art and "The Mayor," one of the region's oldest and largest oak trees.

Downtown Arts District

The Downtown Arts District is a non-profit organization dedicated to advancing arts and economic development in the City of Orlando. Comprising a series of cultural communities, the Arts District encompasses the visual arts, literature, the performing arts including music, drama, film, dance and arts, along with culture-related retail businesses. The Downtown Arts District also provides funding support, manages and operates CityArts Factory, a 20,000 sq. ft. multi-use arts destination in DTO.

Functionally Literate

Functionally Literate, created by a local publisher, Burrow Press, is a quarterly reading series that pairs the best writers in Central Florida with award-winning visiting writers from all over the world, bringing contemporary literature to the City of Orlando.

Murals

From graffiti art at the Wynwood Walls-esque WestArt District, to mesmerizing sky-high murals serving as exclamation points throughout Downtown and surrounding districts, all you have to do is look up and around for eye candy.

Mad Cow Theatre

This local theatre and crowd favorite, Mad Cow Theatre offers a wide variety of shows from comedic performances to musicals.

Grand Bohemian Gallery
Step into this gallery, located inside the luxurious Grand Bohemian Hotel Orlando and admire more than 150 curated works of art by local, regional and internationally acclaimed artists.

Snap! Orlando

Snap! Orlando is a leading Florida contemporary art organization with two galleries and more than 100 exhibited international photographers and multimedia artists.

Third Thursday Gallery Hop

On the third Thursday of every month, thousands of visitors converge in Downtown to celebrate art during the Third Thursday Gallery Hop. The Gallery Hop is hosted by the Downtown Arts District and features numerous galleries and non-traditional art venues that spotlight the best of established and emerging Orlando-based artists in tandem with nationally and internationally acclaimed artists.

Art in Odd Places (AiOP)

Art in Odd Places is made up of a group of arts professionals who work collaboratively to produce the festival. Most of the organizing happens around busy, work/life schedules to create an opportunity for creativity to inspire daily lives. AiOP 2017: NOISE/Orlando is brought to Orlando by the Downtown Arts District and is funded by grants, sponsorships and individual donations.

IMMERSE

Hundreds of unexpected arts encounters are the centerpiece of the Creative City Project's annual performing and interactive arts festival, IMMERSE. More than 1,000 innovative artists from around the world take the stages in the streets and public spaces of Downtown Orlando captivating audiences with unique, spectacular experiences. A renowned destination arts event, IMMERSE anticipates welcoming 100,000 visitors to the 4-day event in 2020.

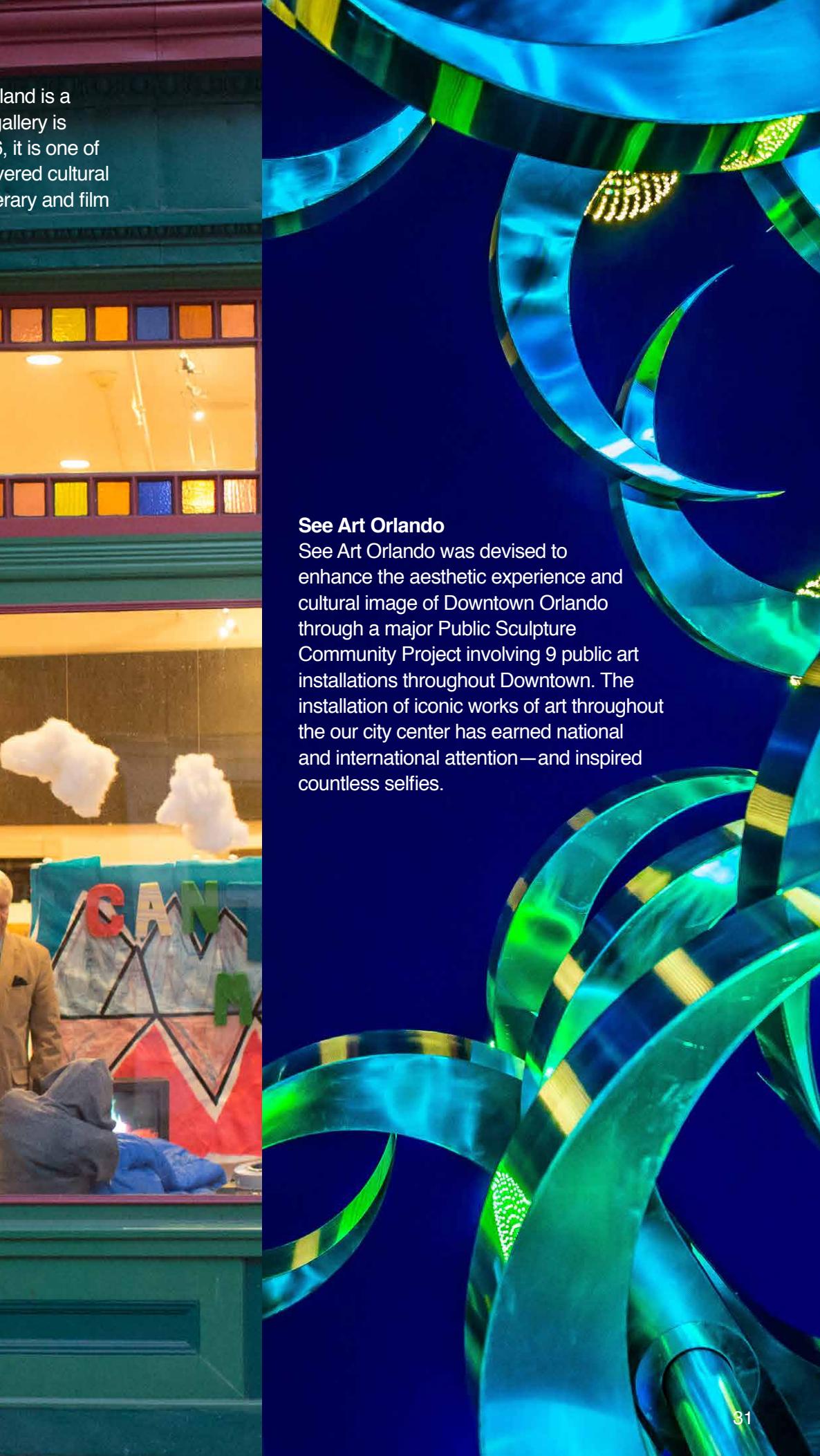


Gallery at Avalon Island

Located in the Downtown Arts District, the Gallery at Avalon Island is a contemporary art space housed in an historic landmark. The gallery is located in the Queen Anne style Rogers Building. Built in 1886, it is one of the oldest operational buildings in Orlando. The gallery is a revered cultural fixture because of its varied gallery installations and unique literary and film event programming.

See Art Orlando

See Art Orlando was devised to enhance the aesthetic experience and cultural image of Downtown Orlando through a major Public Sculpture Community Project involving 9 public art installations throughout Downtown. The installation of iconic works of art throughout our city center has earned national and international attention—and inspired countless selfies.





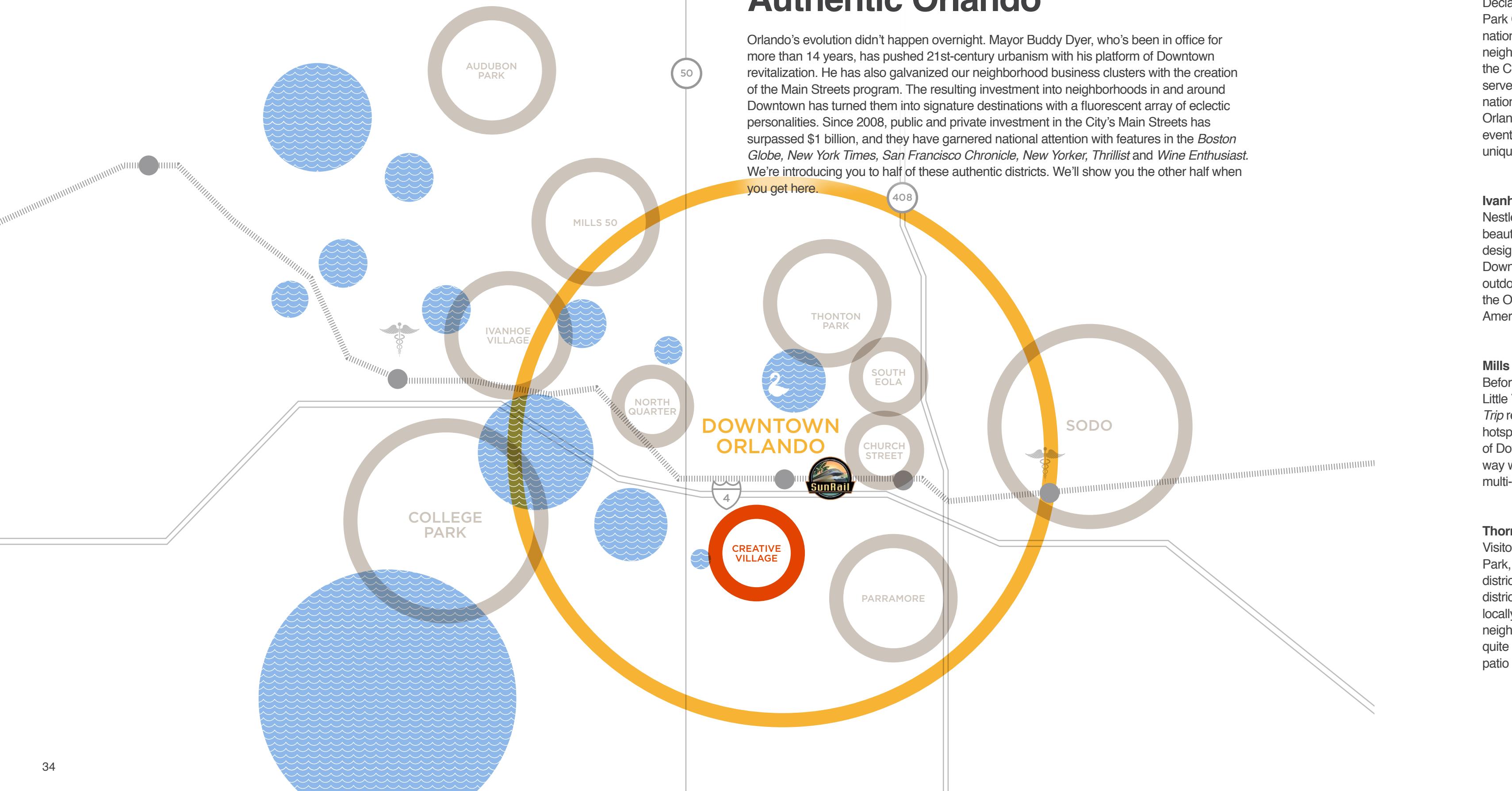
DNA of Our Healthy DTO Healthcare

Downtown Orlando is anchored by two major medical campuses to the north and south which power the region's healthcare system. These two vital, award-winning healthcare campuses provide downtowners access to the region's most holistic, leading-edge healthcare when combined with the assortment of localized neighborhood urgent care facilities and pharmacies with walk-in services.





Zombiefests, Pho and Shakespeare, Oh My! Authentic Orlando



Audubon Park Garden District

Declared Orlando's "most talked about community" by *Atlanta Magazine*, Audubon Park Garden District received the 2016 Great American Main Street Award, a national honor that recognizes the country's best example of comprehensive neighborhood commercial district revitalization. Audubon Park, just northeast of the CBD, was recognized for reinventing itself from a neighborhood that historically served the nearby military base (now re-purposed) into a corridor flourishing with nationally-acclaimed small businesses. The area is also known as an epicenter for Orlando's farm-to-table movement and hosting Zombietoberfest and Bastille Day, events that bring thousands of visitors to the district looking to partake in these unique, free events, which truly are #alocalthing.

Ivanhoe Village

Nestled in one of Orlando's most treasured neighborhoods and anchored by its beautiful namesake lake, Ivanhoe Village is filled with antique stores, art galleries, design centers, master craftsmen, restaurants and retail shops. Located between Downtown Orlando and Health Village, Ivanhoe Village has something for everyone: outdoor dining, annual festivals and several of our city's cultural amenities, including the Orlando Museum of Art, Orlando Science Center, Mennello Museum of American Art, Orlando Repertory Theatre and Orlando Shakespeare Theatre.

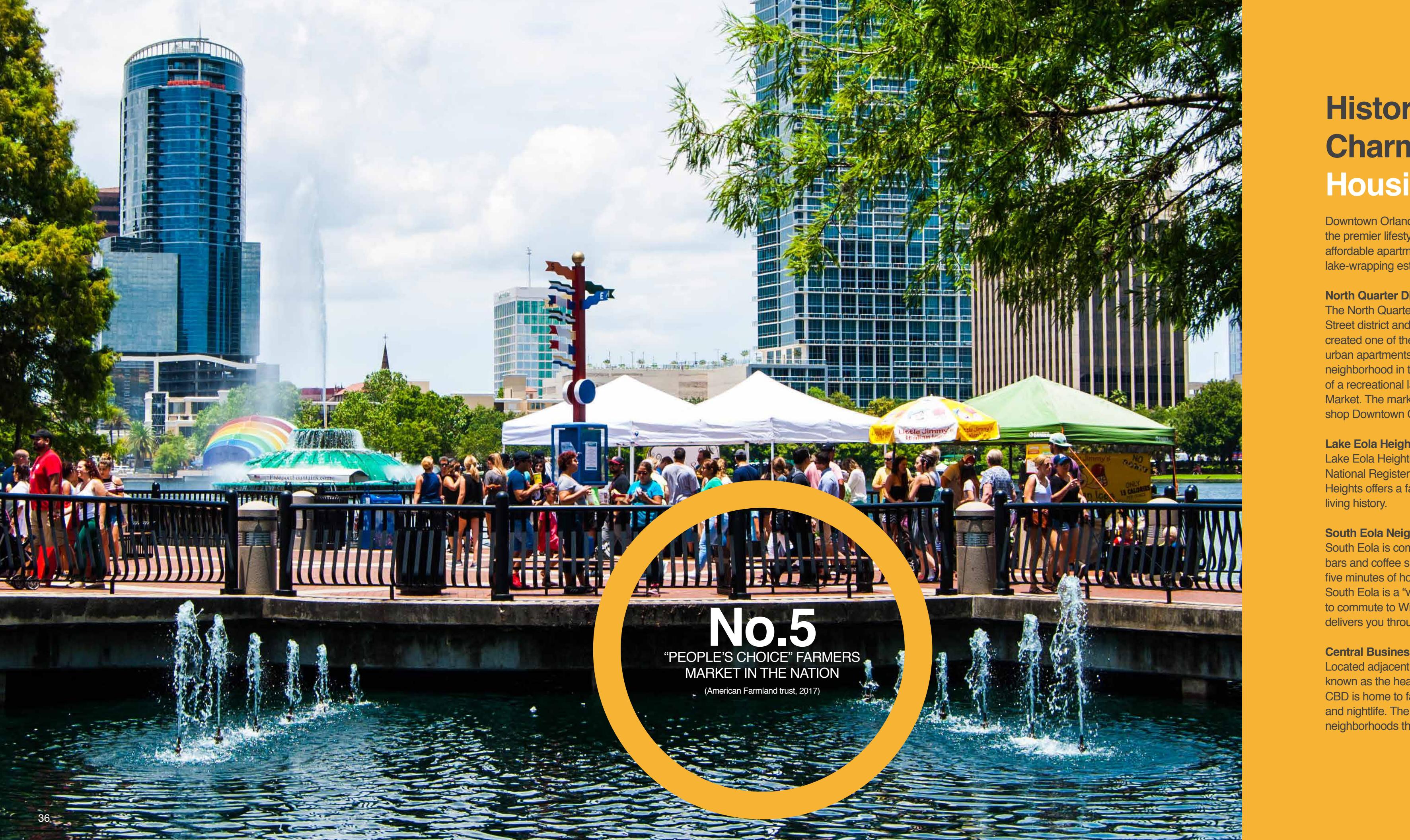
Mills 50

Before being branded Mills 50, this little gem of an area was referred to many as Little Vietnam because of its sizable Vietnamese population. Travel site *Culture Trip* recently published a story sharing an insider's look at the Vietnamese cultural hotspot that is the intersection of Mills Avenue and Colonial Drive (SR 50). Just west of Downtown and named for its main crossroads, locals and visitors appreciate the way world flavors, urban art, homes and businesses mix and mingle throughout this multi-cultural district.

Thornton Park

Visitors looking to decompress will find relief in the brick-paved streets of Thornton Park, one of the city's quintessential historic neighborhoods and its most stylish district. Just east of Lake Eola, Thornton Park is home to a colorful commercial district with an upscale, European vibe. Exceedingly walkable, more than 50 locally owned specialty shops, services and dining destinations blend with the neighborhood's bungalows, brownstones and towering condominiums, making it quite likely to spot friends and neighbors enjoying a glass of wine on a restaurant patio or savoring a meal before catching a show or game Downtown.





Historic. Sleek. Charming. Soaring. Housing

Downtown Orlando has undergone a multifaceted revitalization, and in that process, has become the premier lifestyle ecosystem capable of converting downtown workers into 24/7 adopters. From affordable apartments to sky-high luxury condos to craftsman bungalows to multi-million dollar historic lake-wrapping estates, housing in DTO is as diverse as it is plentiful. Here are just a few.

North Quarter District

The North Quarter District is one of DTO's newer neighborhoods. Lake Ivanhoe, Ivanhoe Village Main Street district and a mix of apartments, restaurants and offices along North Orange Avenue have created one of the most active areas of multifamily development in the area, including new luxury urban apartments such as NORA and The Sevens. NQD is adjacent to Park Lake/Highland (the #1 neighborhood in the metro according to Niche), enjoys LYMMO line service, is within walking distance of a recreational lake and has an assortment of new tastes as well as its own co-op, North Quarter Market. The market features the Farmacy, a Winter Garden organic produce and meat grocer, coffee shop Downtown Credo and boutique popsicle-maker The Pop Parlour.

Lake Eola Heights

Lake Eola Heights was officially designated a local historic district in 1989. It's also listed on the U.S. National Register of Historic Places. Covering an area of approximately 38 city blocks, Lake Eola Heights offers a fantastic mix of old style architecture and modern living. Lake Eola Heights is a place of living history.

South Eola Neighborhood

South Eola is commonly known as the "Best Little Neighborhood in Orlando." With 113 restaurants, bars and coffee shops, most people living in South Eola have access to at least one of them within five minutes of home and can accomplish most errands on foot or by bicycle. With a walk score of 93, South Eola is a "walker's paradise" and includes a grocery store. Access to SunRail makes it possible to commute to Winter Park, south Orlando or other north/south destinations, and LYMMO service delivers you throughout Downtown.

Central Business District

Located adjacent to South Eola is Orlando's Central Business District. While this is commonly known as the heart of the Orlando's business and commerce, it's not all business. In fact, Orlando's CBD is home to fantastic restaurants, businesses, state-of-the-art sports and entertainment venues and nightlife. The Central Business District is connected on all sides to neighboring districts and neighborhoods thanks to pedestrian/bike pathways and the LYMMO line.





22%
TREE CANOPY IN
THE URBAN CORE



ORLANDO UTILITIES COMMISSION
(OUC) COMMITS TO PROVIDING
AMAZON A 100% RENEWABLE OFFSET
OF ITS FACILITIES FOR FIVE YEARS
USING LOCAL SOLAR ARRAYS

SUSTAINABILITY

Smarter Sustainagility

We're building for today and tomorrow. Greening streets. Harnessing the sun. Fleet farming. Sustaining our tree canopy. And becoming a Zero Waste city. Because the City Beautiful must remain beautiful for generations to come.

With our tourism and hospitality industry, we are positioned to become the experimental prototype "smart and sustainable city" of the 21st century. The world's largest smart cities network announced that Orlando is one of five cities they will partner with as part of the 2017 Smart Cities Council Readiness Challenge. As a result, the City of Orlando added an exciting new initiative to its GreenWorks program called Smart ORL, a smart cities initiative that will combine our work across all departments city-wide and explore ways to use digital technologies to improve our city operations, save money and make the city more livable for years to come.

Downtown Orlando is committed to partnering with Amazon to realize our vision of becoming the most environmentally friendly, socially inclusive, technology enabled and economically vibrant city in the U.S.

RANKED IN THE
TOP 10 FOR THE U.S.
DEPARTMENT OF
TRANSPORTATION'S
SMART CITY
CHALLENGE (2016)

ALL DTO STADIUMS
AND ARENAS
ARE REGISTERED
FOR OR ARE
LEED® CERTIFIED

COMMITTING
TO REDUCE
GREENHOUSE GAS
EMISSIONS BY 80%
BY 2050 AS PART OF
THE PARIS CLIMATE
AGREEMENT FOR
CITIES

100%

Renewable energy city-wide by 2050

350

Electric vehicle charging stations,
making Orlando one of the Top 10
EV-ready cities in the nation

Economics

Site	Program Name	Program Type (Tax Credit, Refund, Etc.)	Program Description	Estimated Award Amount	Eligibility Requirements	Funding Source	Is the award refundable or transferable?	Do any carry-forwards apply?	Approval Timeline	Requires legislation?	Are there potential clawbacks?	Benefit Timeline
Downtown Orlando	FREE OR DISCOUNTED LAND	Real Estate Incentive	The City of Orlando will make available a 41-acre, multi-parcel site throughout the heart of downtown Orlando. The City of Orlando is prepared to offer the approximately 17.5 acres owned by the City of Orlando at no cost, while the remaining 23.5 acres owned by a singular third party are available at a negotiated rate. Amazon will have the opportunity to self-develop and own the property, or partner with the development team.	\$25,000,000+	Requires a public hearing and approval by the Orlando City Council. The City of Orlando feels a high degree of certainty on obtaining a favorable vote and approval.	City of Orlando	No	N/A	30 days	No	No	Project duration
Downtown Orlando	PROPERTY TAX ABATEMENT	Tax Exemption	Orange County is prepared to offer a 100% tax abatement of the county general revenue millage (currently 4.4347) over 10 years on real and tangible personal property related to the project. This incentive would be available for each building phase. Abatement is applicable to new construction, renovations and FF&E. Taxes on land and existing buildings cannot be abated. The estimated value below is calculated using the median of the capital investment range for each of the first three phases (\$450,000,000 \$930,000,000 \$1,622,500,000)	\$133,151,868	For the 100% abatement for 10 years, the company must create at least 1,000 new jobs at 200% of the average wage and a capital investment of over \$50,000,000. The company must complete the application prior to breaking ground on construction. Abatement must be approved prior to new property being added to the tax rolls. Orange County Property Appraiser will conduct analysis and submit report as part of the application process. There will also be a public hearing prior to the Board of County Commissioners approval of a tax abatement agreement. Annual reporting will be required.	Orange County Government	No	No	30-90 days	No	If it is determined that a Business was not in fact entitled to an Exemption in any year for which the Business received an exemption	10 years for each building phase
Downtown Orlando ONLY	URBAN JOBS TAX CREDIT PROGRAM	Tax Credit	The Urban Jobs Tax Credit (UJTC) provides tax credits to eligible businesses that are located within one of the 13 urban areas designated by the State of Florida Department of Economic Opportunity (DEO). The sites proposed in downtown Orlando are within the UJTC zone. The credit for this area is at least \$1,500 per qualified job and can be taken against the Florida Corporate Income Tax or the Florida Sales and Use Tax. A total of \$5 million of tax credits may be approved under the UJTC each calendar year. The estimated award below was calculated assuming \$1,500 per job (\$1,500 x 50,000=\$75,000,000) or by using the \$5,000,000 cap per year for 15 years (\$5,000,000 x 15=\$75,000,000). Using the cap for the year assumes 3,333 jobs created every year and that funds are available.	Up to \$75,000,000 (up to \$5,000,000 per year for 15 years)	An application must be filed with the Florida Department of Economic Opportunity. Tax credits are granted on a first come, first served, basis until the maximum amount of credits allowable per calendar year has been exhausted (\$5 million). A company may not apply more than once in a 12-month period.	Florida Department of Economic Opportunity, Florida Department of Revenue	No	Yes, for 12 months	30 days	No	Clawbacks may apply in the event of errors in the application	12 months for each application
Downtown Orlando	PROPERTY TAX REBATE	Ad Valorem Property Tax Rebate	The City of Orlando and Community Redevelopment Area (CRA) are prepared to offer a rebate of 100% of the tax increment payments received by the CRA or 100% of the ad valorem tax received by the City of Orlando from the project, annually. Ad Valorem taxes and tax increment paid to the City on land, new construction, renovations and FF&E may be rebated. The estimated value is calculated using the median of the capital investment range for each of the first three phases (\$450,000,000 \$930,000,000 \$1,622,500,000) within the CRA.	\$199,666,250 for the three phases of the project.	Requires approval by the Orlando City Council and/or Orlando CRA. The City of Orlando feels a high degree of certainty on obtaining a favorable vote and approval. Annual reporting will be required to provide evidence of ad valorem property taxes paid and to confirm job creation.	City of Orlando Government	Refundable. Non-transferable.	No	30 days	No	No	10 years for each building

Site	Program Name	Program Type (Tax Credit, Refund, Etc.)	Program Description	Estimated Award Amount	Eligibility Requirements	Funding Source	Is the award refundable or transferable?	Do any carry-forwards apply?	Approval Timeline	Requires legislation?	Are there potential clawbacks?	Benefit Timeline
Downtown Orlando	ELECTRICITY RATE AND INFRASTRUCTURE	Utilities	1) OUC will waive all potential infrastructure fees for electric and water service on the initial phase (typically charged to the customer). An approximate cost of \$500,000. 2) Amazon would qualify for the OUC Commercial Industrial Rate Rider, which provides declining discounts on standard base energy and demand charges over four years. The program includes a 20% base rate reduction in the first year, 15% in year 2, 10% in year 3 and 5% in year 4. 3) OUC would commit to provide Amazon a 100% renewable offset for five years using local solar arrays based on the prevailing fuel rate and cost of panels at the time of installation. 4) OUC would propose to include an iconic custom-designed solar array in the shape of the Amazon logo or icon at the selected Orlando location. 5) OUC has an existing chilled water district within Lake Nona and in downtown Orlando. OUC can provide central chilled water services to meet Amazon's total project needs. Pricing will be at a preferred rate (or discounted) based on size of load, specific location of buildings and timing of service. 6) OUC is able to install and maintain vehicle charging stations for Amazon's workforce, customers and fleet charging, as proved in the more than 160 units including five 40-kW super-fast chargers throughout the OUC service territory. 7) OUC offers design and installation of unique lighting fixtures with full maintenance for one monthly fee.	\$500,000 Utilities Impact Fees on Phase I Waived / TBD Electric rate discount / TBD savings using chilled water cooling /TBD on LED lighting installation cost	The company would be eligible for all these benefits upon choosing a location within the OUC territory, assuming the location and design will allow for the placement of the described structures.	Orlando Utilities Commission (OUC)	No	No	Automatic	No	No	Solar offset: 5 years
Downtown Orlando	EXPEDITED PERMITTING	Infrastructure and development support	The City of Orlando will assign an ombudsman within the Economic Development Department to coordinate all project activity, including permit/planning applications related to the project and will expedite the processing of all permits for Amazon to meet the required deadlines.	TBD	This support will be available for Amazon assuming the selection of sites within the City of Orlando.	City of Orlando	No	N/A	Immediate upon site selection	No	N/A	Project duration
Downtown Orlando	TRANSPORTATION IMPACT FEE CREDIT	Infrastructure and development support	The City of Orlando will provide credits to cover 100% of transportation impact fees due for all parcels within Creative Village (sites 1-7)	Up to \$10,000,000	This support will be available for Amazon assuming the selection of sites within the Creative Village as presented. No additional application or approval required. Credits have been approved.	City of Orlando	No	N/A	Immediate upon permit application/ plans submission to the City of Orlando	No	N/A	Through 2022
Downtown Orlando	PLANNING FEE WAIVER	Infrastructure and development support	The City of Orlando will provide a 100% waiver of planning fees at any site within the City of Orlando.	\$40,000	This support will be available for Amazon assuming the selection of sites within the City of Orlando.	City of Orlando	No	N/A	30 days	No	N/A	10 years
Downtown Orlando	SEWER IMPACT FEE CREDIT	Infrastructure and development support	The City of Orlando will provide impact fee credits for any additional sewer capacity created at any site within the City of Orlando.	TBD	This support will be available for Amazon assuming the selection of sites within the City of Orlando. Requires approval by the Orlando City Council. The City of Orlando feels a high degree of certainty on obtaining a favorable vote and approval.	City of Orlando	No	N/A	30 days	No	N/A	10 years

HQ2.Oppunities

In addition to the partnership, development support and incentives that the City of Orlando can offer for HQ2.O, there are value-add opportunities that will allow Amazon to make its mark in Downtown. With HQ2.O's Phase I program best suited for immediate delivery within the Creative Village area, there are several opportunities for Amazon to expand its footprint and infuse its brand within the fabric of downtown and beyond.

1

Bob Carr Theater Adaptive Reuse

The Bob Carr Theater was constructed in 1927 as the Municipal Auditorium. In 1926, the land reserved for the Orange County Fair was used for the auditorium. The venue opened on February 21, 1927, with a performance of Aida by the La Scala Grand Opera Company. Throughout the years, the venue became an entertainment mecca that included Elvis Presley and other iconic performers.

In 1974, the Orlando City Council decided to renovate the auditorium and transform it into a state-of-the-art theater and concert hall. The structural and technical changes to the theater in subsequent years that helped it become the home to the Orlando Ballet, Orlando Philharmonic Orchestra, Festival of Orchestras and Broadway Across America.

The Bob Carr Theater is a unique development proposition that can add value to the Amazon campus as a multi-purpose facility, event space, auditorium or other innovative demonstration space. In addition, adaptive reuse of this facility will add a cultural richness and history into the Amazon HQ2.O project.

2

Activation of Lake Dot Park

Since the original concept drawings for Creative Village, activation of Lake Dot with technology and art has been part of the vision. This unique water body provides a direct visual gateway from the north to DTO's Parcel #1 and can enhance the visual identity of Creative Village and Amazon from both Colonial Drive and I-4 through interactive lighting, displays, floating art, or other key features.

3

Customized Gateway Experiences Under I-4

To enhance the accessibility between the east and west sides of I-4, there is a unique design opportunity to create an experiential environment beneath the Interstate bridges at Amelia Street and Livingston Street, the primary street connections to LYNX Central Station and SunRail from the Creative Village. Gobo projections, LED screens or other artistic enhancements present design value for the Amazon brand and customization of its key gateways to the urban campus in Creative Village.

4

Power-filled A

OUC proposes to include an iconic custom-designed solar array in the shape of the Amazon logo icon or the letter A in its DTO campus.

5

Direct I-4 Frontage

While all of the Downtown sites have some visibility from Interstate 4, DTO Parcels #6 and #7 directly front I-4, providing superb signage opportunities and full showcase of architectural features. In addition, these two parcels are just one block away from LYNX Central Station and SunRail.

6

Downtown Special Sign District

Creative Village and other areas of Downtown already enjoy special opportunities for digital signs, screens, interactive storefronts and Gobos that are not available in other areas of the City. Amazon has a turnkey opportunity to maximize the value of this in-place ordinance to showcase technology in architecture, electronic art and other such features to maximize the value of its real estate investment.

7

Central Park in Creative Village

Central Park has been an iconic feature of the master plan for Creative Village since its inception. This opportunity to provide a public open space within this dynamic hub of technology-driven businesses, educational institutions and its residents, is a unique expansion to the Phase I plan for HQ2.O. Design and construction of Central Park can allow this space to tell the story of modern technology, art and integration of an outdoor living room for the neighborhood.



8

AmazoneSM Under-I

What promises to be DTO's most action-packed outdoor shaded recreational park is only missing one thing: a name. Naming rights are available for the feature park that will unite the east and west sides of Downtown.



9

City Ambassador to Amazon

DTO is changing the way businesses join our economy of opportunity by streamlining processes and functions between the government and private sectors. It is within this unity of vision that our dedicated City Ambassador to Amazon role has been conceived.

Amazon's dedicated Ambassador will facilitate the progression of HQ2.O from A to Z. Accelerating timelines, sharing information, ensuring access to, and the commitment of, decision makers will make for a smooth, seamless process—no return policy needed. In addition, Amazon's Ambassador will have the support of a dedicated team of City Staff who are experts in their respective disciplines (legal, sustainability, building plan reviewers, engineers, inspectors and others as needed) to ensure a streamlined, positive and proactive process.

Through this Ambassador Experience, we anticipate the following project timeline for parcel 1 (Lake Dot) or parcels 6 and 7 (I-4 frontage parcels) in Creative Village fulfilling Phase I's 500,000 SF program:

TASK/ASPECT	MONTHS																															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30		
Drafting of Purchase & Sale Agreement and Development Agreement																																
Approval of land sale by City Council																																
Design Development by Amazon (TBD by Amazon)																																
Creative Village Development Review Committee																																
St. Johns River Water Management District																																
City of Orlando Building Permits (TBD - City will Expedite)																																
Construction (TBD by Amazon - Est. 18 month construction process)																																
Grand Opening of HQ2.O																																

Project Preferences	
Metropolitan area with more than one million people	✓ The Orlando MSA is one of the fastest growing regions in the country, and is currently home to more than 2.3 million people. There are approximately 280,000 residents in the City of Orlando and nearly 17,000 in Downtown.
Stable, friendly business environment	✓ Florida is ranked the 4th best tax climate in the nation, with no state income tax. Florida maintains a balanced budget, and local governments are among the most business friendly counties in the state.
Urban, suburban location that can attract technical talent	✓ The members of our community are dynamic and forward-thinking technologists driving progress in advanced military simulation and training, software development, digital media, gaming and film, as well as innovative start-ups for a \$14 billion tech industry. The urban campus we've assembled comprises prime parcels that are immersed within downtown's academic and creative core, connected through a continuum of transportation options and anchored by green and blue spaces that inspire. Nearly half of the combined assemblage is within Creative Village, where Valencia College and UCF are creating a campus for thousands of students will live and learn downtown, starting in 2019. All parcels are within 0.5 miles of Creative Village.
Community that thinks big, creatively	✓ Commerce and creativity thrive in Downtown Orlando. Orlando's leadership and community stakeholders take pride in the many accomplishments that have resulted within the past 10+ years as a result of successful, collaborative public/private partnerships.
Development-prepped site	✓ All parcels are shovel-ready with all necessary utilities and roadway infrastructure in place.
Site Requirements	
Proximity to population center within 30 miles	✓ The sites are located within Downtown Orlando, the heart of the region's population center.
Proximity to international airport within 45 minutes	✓ 25 minutes/13 miles to Orlando International Airport (MCO)
Proximity to major highways, arterial roads	✓ Sites are located alongside the I-4 corridor, several of them with I-4 frontage, and all are within 0.5 mile of I-4 exits/entrances. State Road 408 (the East-West Expressway), is approximately 1.5 miles from the sites. Some parcels are adjacent to, and all can be served by, State Road 50, which runs from Florida's west coast through Downtown Orlando, terminating in Titusville, on Florida's Space Coast. State Road 417 (the Beltline) is 7.5 miles from the sites.
Access to mass transit	✓ LYNX Central Station is within three blocks (5-10 minute walk) of all parcels. Central Station provides SunRail (commuter rail) and LYNX (bus) service throughout Orlando. The LYMMO BRT circulator also serves all parcels with direct service to Central Station and locations throughout Downtown.
Building Requirements	

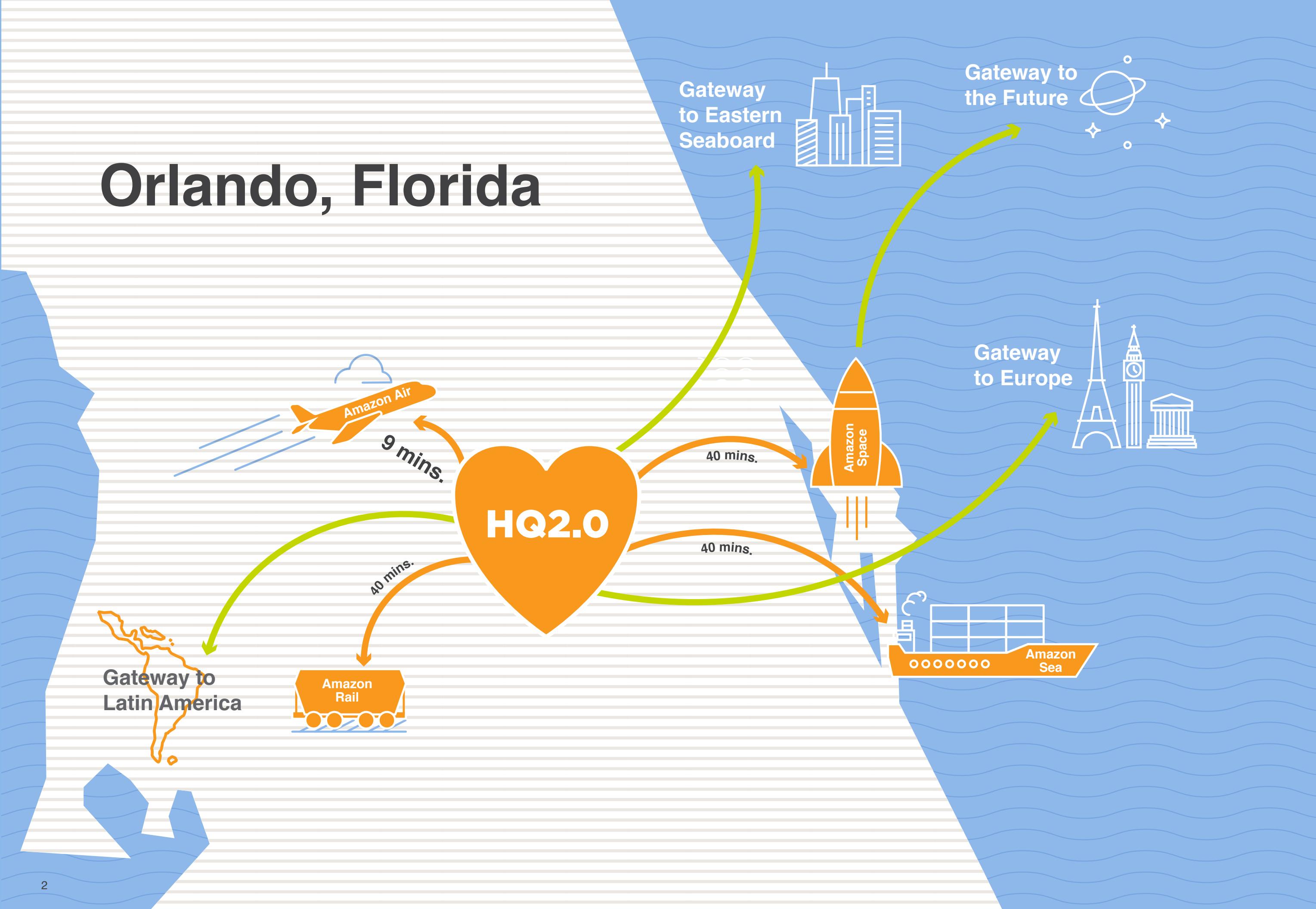
HQ2.O Compatibility

Initial requirement of 500,000+ SF in Phase 1 (2019)	✓	The campus is shovel-ready and prepared to meet this initial requirement.
Total requirement of 8+ million SF (beyond 2027)	✓	The campus is entitled for more than the required 8 million sq. ft. The total infill area is up to 12,390,891 sq. ft on 47.41 acres.
Site Details		
Ownership	✓	The City of Orlando and Midtown Opportunities
Acreage	✓	47.41 acres of shovel-ready parcels
Entitlements	✓	12,000,000+ sq. ft.
Zoning	✓	The campus parcels have various zoning distinctions that all allow for office development.
Site readiness/Time to operations	✓	Parcels are in various shovel-ready stages and all can accommodate the timeline.
Studies completed	✓	GeoTech, Phase 1 and Phase 2
Utility structure in place	✓	Yes
Water	✓	All sites have water service available, service locations and sizes vary by parcel Provider – Orlando Utilities Commission Incentives – outlined within regional section
Sewer	✓	All sites have sewer service available, service locations and sizes vary by parcel Provider – City of Orlando Incentives – outlined within regional section
Electric	✓	All sites have electric service available, service locations and sizes vary by parcel Provider – Orlando Utilities Commission Incentives – outlined within regional section
Fiber	✓	Providers: AT&T, CenturyLink, City of Orlando, Cogent Communications, FPL Fibernet, Level 3, Orlando Utilities Commission, Southern Telecom, Spectrum, Uti Fiber, Verizon, Windstream, XO Communications, ZAYO
Internet	✓	Providers: AT&T, Verizon, Spectrum, CenturyLink and others
Cell Coverage	✓	All popular carriers enjoy strong coverage throughout Downtown. Verizon, AT&T and T-mobile have plans with the City for permits to install DAS Nodes for 5G service within the Downtown area. To date approximately 20 DAS Nodes have been installed, with another 20+ forthcoming. Coverage map is included.
Pedestrian-friendly	✓	The campus sites are all easily walkable with sidewalks and pedestrian signals.
Proximity of overall buildings at full build-out	✓	All campus sites are within 0.5 miles.
Additional Considerations, Preferences, Decision Drivers		
Capital and Operating costs	✓	Significant site discount
Incentives	✓	Incentives available at State, Regional and County levels Site-specific opportunities are outlined in the Downtown Orlando section
Labor force	✓	Population is 330,413 within a 15 minute drive. 30 minute drive: 905,749. 60 minute drive: 1,389,814.
Time to operations	✓	The City of Orlando offers an ambassador to Amazon to navigate and expedite City processes.

Lake Nona + Sunbridge

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Orlando, Florida



Dear Amazonians: Imagine if...

- Amazon's next headquarters was located within a thriving, diverse, neo-urban community that was named the 'Next Great American City' by FORTUNE Magazine.
- You partnered with a single, well-capitalized, invested, visionary owner with more than 40,000-acres in Central Florida and an international portfolio that spans 10 countries... that offers you an abundance of strategic sites and plenty of room to grow.
- Your next headquarters was centrally located within a "portropolis" along the U.S. eastern seaboard and less than a 40-minute drive to the leading U.S. spaceport (home to Blue Origin), deep-water seaport, an intermodal logistics railway port and within 9 minutes to JD Power's 2017 #1 ranked "Mega" Airport in the U.S. with a brand new Intermodal Transportation Center that provides direct connections via light-rail, commuter and express trains, roadways, buses, and an Automated People Mover.
- Your employees had abundant, high quality, lower cost housing.
- HQ2.0 was located within a technologically rich and innovative infrastructure driven by a robust 10+ gigabit fiber network that was named one of nine global and the only U.S. 'Iconic Smart + Connected' Cities by Cisco.
- HQ2.0 was located in the most attractive site for employee relocation in a place that reinvigorates with daily doses of sunshine in the great outdoors, amidst a hub specializing in human performance and training, resulting in a happier and therefore more productive employee—which is priceless.
- HQ2.0 was already home to one of your new high-tech fulfillment centers opening in 2018.
- HQ2.0 was located within a large-scale, master-designed, forward-thinking community whose mission has always been: "To create the ideal place that inspires human potential through innovative collaboration." It's been called a 'Living Lab', with partnerships that include some of the world's most noted brands and the country's second largest and "Top 25 Most Innovative University."



RASESH THAKKAR
Senior Managing Director
Tavistock Group

We look forward to welcoming you.



Our Narrative Tomorrow is Day One

2

When we embarked upon our journey of creating a new city—a city within the City of Orlando—we knew that urgency and patience, at the same time, would be key. The urgency to make quick decisions, and the patience to make smart decisions. The patience to say “no” when “yes” was much easier. Patience to do things right, the first time, and the urgency to actually do them. The urgency in creating our foundational strategy before moving the first piece of dirt, and the patience to be unwavering in our commitment to it.

As we started our planning process, we did not just look at what was required on that *day one*, we thought about day one in a year, five years, ten years and ten decades later. We wanted a density that works—drives connections and convenience with a mix of uses—not a concrete jungle without the luxury of space. Overbuilt infrastructure that wasn’t necessary, but we knew would one day mean moving a partner into their new building in months versus years. Opening schools before their need, recognizing quality educational institutions are a fundamental element of great communities. Constructing multimodal transportation corridors that may sit latent for a while, but in the future, would be the critical connection points of a growing community. Laying 10-gigabit fiber in expensive duct-banks throughout our property, when the telecoms wouldn’t, because IoT and connection is a fundamental utility enabling the future of cities. Going through rigorous negotiations to structure entitlements in a way that had never been done before so that we would have the long-term flexibility to adapt to market shifts, to the ever-changing world, and most importantly, to our partner’s needs.

These things have proven to be the platform for a growing, thriving city. This backbone has allowed us to do things, and continue to do things, that are not possible in other places. It has created a culture of execution and innovation where nothing short of excellence is acceptable. That we must design the way we think and contemplate the future. That everything is on the table.

As our city has grown, so too has our experience. We’ve learned through action. We’ve stood side-by-side with our partners as more than 10 million square feet was constructed over the past ten years. We’ve learned from mistakes and successes, from opportunities missed and opportunities realized. We’ve watched as more than 2,000 people a year move into our community, choosing to bring their families here, to make this their home. We’ve welcomed thousands who were recruited from all over the globe. People who have chosen to work in a new, exciting place, where peak performance is a way of life and their wellbeing is a priority.

Some of our successes have happened in the most organic way. On our first day one, we could have never imagined that one day the Global Wellness Institute would call us, “the most sophisticated example in the world of what master planning for wellness can accomplish.” We never dreamed that we would have three major colleges establish campuses on our holdings. That a premiere bio-medical research institution would choose us as their east coast location. That the United States Tennis Association would build the largest tennis facility in the world here and move their team from New York. That Johnson & Johnson would choose us as the site for their first-ever longitudinal community study, and deem us a “Living Laboratory.” That Technogym would partner with us to create the first U.S. Wellness Ecosystem. That Cisco would designate us its first Iconic Smart + Connected city in the U.S. But as these things came to be, it was evident that our community, our family, was focused on wellbeing. They wanted to live their best life. This has become part of our fabric, woven into every decision, every conversation. Now we plan for staircases to be the most prominent feature, not elevators. We build buildings that are not only LEED certified but also Delos WELL certified. We have developed more than 44 miles of trails. We focus on how the built environment makes people healthier, happier. We are proud that our residents, co-workers and guests experience something unique here. They understand and embrace the importance of wellbeing for every person. They know and expect that our community is family, and this built environment gives them every opportunity to thrive.

Our biggest success, and point of pride, is our people. The people who choose to live, work, learn and play in our city are amazing. The diversity, openness and engagement of our residents is genuinely awe-inspiring. We knew we wanted to build something unique, not a typical city. Distinct and quality architecture was a non-negotiable. Diverse housing types for every person, no matter their stage of life or desire, would always be met. We hoped this would attract a unique group of people, and we continue to be amazed at how right that assumption was. We can’t explain with 100% certainty why 80% of our residents have a college degree, why our average age is 36, or why we are the fastest-growing community in Central Florida, but we are excited by it. The one thing we do know is that it has happened organically...and this is why we are so proud. We know that we can only influence people so much. We simply present our story, they have to make the decision. It is the people who are living it every day that bring it to life, the ones that tell their friends and family that this is the best place to be.

And now, we are excited about today. About the day one that greeted us this morning. We woke up thinking about you. Thinking, what would Amazonians say we should build at our Town Center, how would they help us shape those 3.8 million square feet? We are thinking about the 650 hotel rooms under development and how can we change an industry. We are dreaming about what Amazon’s day one looks like in our city. How would we work with Amazon to change the way Amazonians live, not just at work, but at home, in our neighborhood, in our community? We are thinking about all the potential partners that would welcome your team. The thousands of students nearby, that would be clamoring for a chance to join you. We are thinking about synergies with our team, our residents, and our partners who bring the innovative ideas to the table that make things happen.

We want Amazon, and Amazonians, to be part of our community, our city. We want to offer you the opportunity to not just build a building or establish a presence, we want to join hands with you, to become your partner. We want you to help us take the spark that has already happened, the growth trajectory we are on, and accelerate it, help shape it.

All in Central Florida, built on a foundation of hospitality, a welcoming spirit where no dream is too big. You can be part of the team that is exploring, developing, and executing on: the future of homes and how they are built; creating commercial buildings that improve workers’ lives; disrupting and advancing the physical components of retail at scale, in Orlando—a setting that is a microcosm of the U.S.; exploring the impact of technology on hospitality and how guests interact with the buildings, their surroundings and each other; testing new utility strategies that achieve higher levels of sustainability; creating a transportation network that makes people safer, gives them back more time in their day and is exponentially more efficient. This is the place where, together, we can have an impact on the future of cities.

We are a partner that Amazon can dream with. A partner that has the ability and resources to execute on those dreams. **At Tavistock there is only one person that needs to make the decision, not a committee.** We have the capital, land, entitlements, utilities, transportation system, labor force and technology to execute today. We have experience in developing, constructing and delivering the highest-quality buildings and environments, on a large scale. We are willing to partner in ways that are unique. We are offering millions in incentives. We are offering thousands of residential units, for your control, to ensure the right housing for your team is always there. We are offering an aggressive and permanent employee relocation package. We are joined with JD Power’s #1 rated mega-airport in the U.S., in a tax-haven state with sunshine year-round. We are offering a site, in a region, that has more than 500,000 higher-education students, less than 40 minutes from the leading spaceport in the U.S. We are offering a financial structure that allows you to maintain capital efficiency. We are offering a political and governmental structure that is waiting with open arms to meet every one of your goals. **But most important, we are offering a place where your people will be happy, healthy and productive.** A place where they will be proud to say they are from.

We woke up with an urgency today. We patiently wait for *day one* tomorrow.

3



Tavistock Central Florida Holdings Lake Nona & Sunbridge

Spanning the City of Orlando, Orange and Osceola Counties

Approved Entitlements

Hotel Rooms	Residential Units	Non-residential SF
9,000	44,013	32,117,999

Investment

	2006 – 2016	2017 – 2020
Public Infrastructure	\$204,400,000	\$1,736,110,000
Vertical Development	\$4,036,955,200	\$2,307,558,500
TOTAL	\$4,241,355,200	\$4,043,668,500

We've set the foundation.
We've built the momentum.
We're ready for you.



Our Mission Statement: To Create the Ideal Place that Inspires Human Potential Through Innovative Collaboration

Laureate Park Village Center



"The partners here will create
the future at Lake Nona, and our
imagination is our only limit."

ALEX GORSKY
CEO
Johnson & Johnson



"When you build out a community
with this infrastructure, it's going to
have legs for decades."

JOHN CHAMBERS
Executive Chairman and Former CEO
Cisco



"As the prestige of the Lake Nona
project has grown, more institutions
are coming aboard."

THE NEW YORK TIMES
September 2016

TAVISTOCK®
—G R O U P—

Tavistock Group is a privately held investment organization founded by Joe Lewis more than 40 years ago. With investments in hundreds of companies across 10 countries, Tavistock Group's holdings are diverse and significant in scale. The company's investment sectors include sports, restaurants, real estate including resort properties and private clubs, master-planned communities, life sciences, finance, energy, consumer products and retail. Headquartered in The Commonwealth of The Bahamas, Tavistock Group has offices in the United States, United Kingdom, Australia, Germany, France, The Netherlands, Poland, Bulgaria, Mexico and Argentina.

 TAVISTOCK
DEVELOPMENT COMPANY

With a real estate portfolio highlighted by Lake Nona and Sunbridge, Tavistock Development Company is setting a new standard for the way in which business and residential communities are being designed, developed, marketed and programmed, focusing on high quality, technologically rich and innovative development. Lake Nona was also recognized by Cisco as the only designated "Iconic Smart + Connected Community" in the U.S. – one of only nine such communities in the world.

Tavistock Development Company has a unique vision for what makes communities thrive. Through self-investment, Tavistock has produced a thoughtfully designed, "neo-urban" community that leverages the best aspects of community planning, technology, architecture, sustainability, business development, location and quality of life.

A desirable, 21st century lifestyle requires an approach to community design that is focused on enhancing how we live, work, learn and play, all while addressing the physical, mental and emotional aspects of a person's health and wellbeing. Part of that focus is on the built environment and part is on the programming or soft infrastructure side. Tavistock has done both, earning accolades and results, to create market-leading projects.



The Most Attractive Location for Employee Relocation.

Residential Options

Tavistock developments offer one of the widest breadth of products in the U.S., from apartments (micro, urban, modern flats and garden) and for-sale housing, to townhomes and multi-million dollar estates... more than 1,500 new residences started construction in the first six months of 2017 alone.

Quality of Life

A “Neo-Urban” community, thoughtfully designed from the ground up to enable a healthier, more sustainable, and happier life for our residents—all connected by a minimum 10G fiber backbone.



“Lake Nona has attracted great minds from around the globe.”

TERRI FINKEL, MD, PhD
PhD Physician and Chair of the Department of Pediatrics and Pediatrician-in-Chief and Chief Scientific Officer Nemours Children’s Hospital



“Having the GuideWell Innovation Center located in Lake Nona, which was built on the spirit of collaboration and innovation, helps us recruit top talent looking to surround themselves with leaders eager to partner and transform their industries.”

PHYLLIS TIMMONS
GuideWell Senior Manager of Human Resources

Unique Incentives for Tavistock Holdings

With a highly mobile workforce in the U.S., having a site and a partner that can be creative in supporting the most attractive relocation package is key. Additional regional and government incentives are listed in the individual site sections.

CDD

With Amazon’s construction of 8 million square feet of corporate office, the Improvement Districts can provide approximately **\$100 million** in related public infrastructure, including roads, utilities, parks, transit and parking. Funding requires an amendment to the Capital Improvement Plan and approval by the District Board, which meets monthly. Tavistock retains the majority position on the District Board.

Housing

Tavistock is willing to **construct a minimum of 1,000 single-family homes and 1,000 apartment units** for Amazonians pursuant to a master lease with Amazon. This will allow Amazon flexibility to control the cost of living for their employees over time. Tavistock will agree to release individual homes from the master lease upon purchase by Amazonians. This is in addition to the development of thousands of homes for which entitlements are in place.

Capital

In order to facilitate Amazon’s capital efficiency, limit development risk, and allow Amazon to focus on its business, Tavistock is willing to **fund and construct Amazon’s HQ2.0 of 500,000 to 8 million square feet**, pursuant to a master lease structure or development agreement.

Brokerage

Tavistock will assist Amazonians with residential relocation services through its affiliated residential real estate brokerage and **will rebate all Amazonians 25% of the routine real estate commissions** for any residential purchase within Tavistock’s land holdings.

Homebuilding

Homebuilders will provide a **10% discount to Amazonians on options selected for any home built on Tavistock’s Central Florida Holdings.**

Mobility Fees

Reduction in mobility fees based upon modeled internal capture from mixed-use project and transit.

Labor Force

Attractive for Creative, Smart People

Our workforce is young, vibrant, highly educated, and growing.

Relocation Hotbed

Major employers continue to attract top talent from around the globe to our site—the regional jobs and economic leader.

Innovation Ecosystem

Thoughtfully designed, smart, sustainable environments attract innovators.

Market Advantage

Superior mobility, sizable and growing population, leading housing market.

Robust Pipeline for Next-Gen Talent

Robust onsite education ecosystem with three colleges that innovate and partner with our community.

Wadley Donovan Gutshaw Consulting, 2015 Labor Force Study

1. Area attracts a knowledge worker labor pool
2. Targeted resident characteristics lead the region, and are:
 - a. Younger (median 36 years)
 - b. High Growth (52% over 5 years)
 - c. Highly Educated
3. The corporate setting is high-end and all tenants are among the region's employers-of-choice
4. Top Base 100 position rating scorecard for recruiting knowledge workers

Our Community

80%

with a college degree

36

average age

45%

completed graduate school

1st

neo-urban community

“...the Lake Nona development known for neo-urban residences, schools, hotels...”



ORLANDO SENTINEL



Canvas Market



LYNNE DOUGHTIE
CEO AND CHAIRMAN
KPMG US

“

Talent-Rich Environment

What we have built is a forward-thinking community that has attracted an extremely educated residential base and a robust onsite and proximate collaborative education environment that runs from early education to higher education providing an incredible pipeline of talent for the future.

Tavistock's Lake Nona community boasts an incredibly talented residential base with more than 80% of residents with a college degree and 45% having completed graduate school. For more than a decade, award-winning Lake Nona has attracted forward-thinking business innovators and highly educated residents committed to building a modern, 21st century environment that enables meaningful and impactful lives.

Central to the development, growth and success of our communities is the concept of anchoring commercial development around clusters of excellence in health and wellness, sports and performance, education and technology, where the right businesses and institutions are located in proximity to foster collaboration and industry breakthroughs. Building a community based on this strategy has allowed us to bring in the right new industries into the region to fuel economic growth and job creation.

“The Lake Nona community was really the top choice for so many reasons. One being the collaboration and innovation that exists here with other world-class organizations and being part of that community, and such a welcoming community, as well as something that we’re excited to be a part of. There was also the airport. We really wanted a location where our people, thousands of people getting in and out really quickly, maximizing their time away from home. And also having an environment where there are fun things to do while you’re here as well. I think all of those make Lake Nona one of the best destinations for our new facility.” — Groundbreaking of KPMG’s new Lake Nona campus

Homes for Everyone

We offer numerous diverse housing options from sprawling multi-million-dollar estates and multi-family houses to townhomes, bungalows and affordable apartment complexes across our developments within neo-urban, country club and suburban settings. Many of our neighborhoods are built on a gigabit fiber network with an intentionally planned ecosystem that promotes activity, sustainability, social connection, learning and wellbeing.

Of note, a recent resident survey shows that more than 25% of new homebuyers are moving to a Lake Nona neighborhood from within the immediate Lake Nona area or from another Lake Nona neighborhood. This is evidence of how much our residents like what we do as a developer and Lake Nona's ability to build a long-term community where families establish roots and values continue to rise. As a long-term holder and community operator, Tavistock is a unique company that takes pride in its residential developments and remains engaged long after all the homes are sold.

"Viewed from the ground, the scale and ambition of Lake Nona is impressive. Its residential plan seems to anticipate every personal and professional need."



FORTUNE



Education

A New Model for Learning

A collaborative learning environment, designed to give students the ability to engage in real-time interactions with researchers, doctors, professors and businesses within Lake Nona and around the world.

Beyond the Halls and Walls

Inspiring human potential, performance and offering unprecedented training and lifelong learning opportunities beyond the halls and walls of schools.

Crayons to Cryobiology

Abundant, top-rated schools offer educational opportunities from PreK to PhD, without ever having to leave the community.

Innovative Collaboration

Pioneering partnerships that advance learning through innovation—shared high school and college campuses advancing degrees, industry-led programs driven by major employers, co-educational spaces that have set the new national standard.

Direct Pipeline of Talent

Numerous top ranked colleges, universities and research facilities clustered within walking distance, where students' ability to innovate and create leads to the community's long-term retention of top talent.

12k

students in our schools

"A"

rated public schools

1st

school & YMCA joint campus in the U.S.

1st

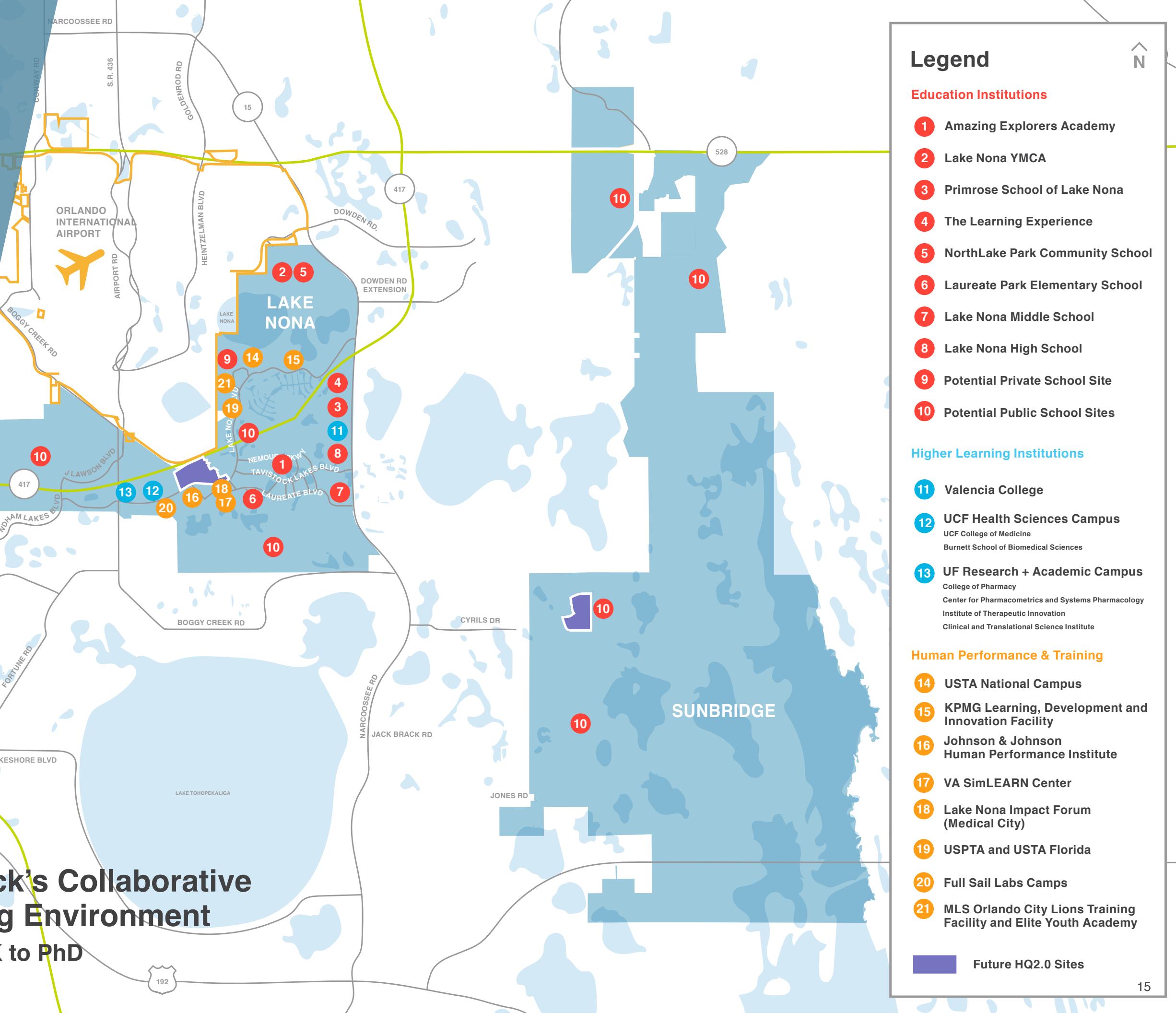
accredited university-based College of Medicine in Orlando

3

onsite colleges

1st

school & YMCA joint campus in the U.S.



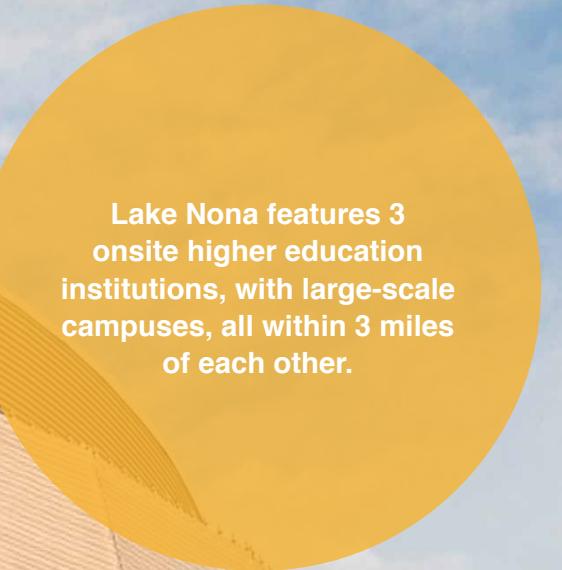
**Tavistock's Collaborative Learning Environment
From PreK to PhD**

Direct Pipeline of Talent

Tavistock believes that a community should be built on the proven idea that proximity accelerates innovation.

With multiple institutions of higher education and research centers, Lake Nona has created a culture of collaboration guaranteed to provide excellent learning experiences and university education.

UF Research & Academic Center



Lake Nona features 3 onsite higher education institutions, with large-scale campuses, all within 3 miles of each other.

University of Central Florida Health Sciences Campus

- University of Central Florida ("UCF") Health Sciences Campus onsite at Lake Nona
- Part of the No. 2 largest university in the country, rated among "Top 25 most innovative universities"
- Tavistock holdings are less than 20 minutes from UCF's main campus

University of Florida Research & Academic Center

- University of Florida's (UF) College of Pharmacy onsite at Lake Nona
- Housed within Lake Nona's UF Research & Academic Center, the Pharm. D. Program is ranked among the top 10 in the country (US News & World Report)

Valencia College

- Named the best community college in the nation by Aspen Institute, with more than 5,000 students onsite at Lake Nona
- A partnership with the adjacent school enables high schoolers to graduate with their Associate in Arts (A.A.) degree

Focus on Training & Human Performance

VA SimLEARN Center

The epicenter of training and simulation for the VA system. Opened in 2016, SimLEARN is one of the 10 largest simulation centers in the United States, supporting the nation's VHA facilities.

Johnson & Johnson Human Performance Institute

J&J HPI located in Lake Nona provides training not only to the athlete but to thousands of corporate athletes. HPI helps people transform the way they approach energy to achieve sustained high performance.

UCF/HCA Teaching Hospital

The UCF Lake Nona Medical Center, a 100-bed academic teaching hospital, will be built in partnership with HCA, the nation's largest hospital company. The teaching hospital is being constructed adjacent to the UCF College of Medicine at Lake Nona.

Orlando City

A leading Major League Soccer franchise is establishing their elite training and youth academy home within Lake Nona's Sports & Performance District.

KPMG

Lake Nona is the home of KPMG's state-of-the-art Learning, Development, and Innovation Facility. Set on 55 acres, the 800,000-square-foot facility has 800 lodging rooms (opening 2019).

USTA National Campus

The New Home of American Tennis, \$100M state-of-the-art training center for the best tennis players in the U.S. The largest facility in the U.S. with 100 courts for everyone from amateurs to pros.



New KPMG Learning, Development and Innovation Facility in Lake Nona



USTA National Campus "First Serve" Event

Mobility

Adjacent to Orlando International Airport (MCO)

The site sits next to JD Power's 2017 #1 ranked "Mega" Airport in the U.S. offering a direct gateway to 128 cities.

Automated People Mover

A planned automated people mover (APM) will provide a direct connection from Lake Nona Town Center to Orlando's International Airport.

Adjacent to Super Regional Transportation

Orlando's new Intermodal Transportation Center is just minutes away, with light, commuter and express railway integration, buses, and APMs.

All Roads Lead to Our Properties

With adjacency to both the international airport and new intermodal transportation hub, Tavistock locations offer multiple access points from every direction.

Convenient Commute Times

Offsite drive time averages from all regional residential urban and suburban areas to the site ranges from 15 to 30 minute commutes via roadways.

Pedestrian Friendly Pathways

Dedicated bike lanes and miles of paved and unpaved trails that meander throughout our communities offer pedestrian friendly alternatives to get to your destination.

9
minutes to MCO

44
miles of walking and
biking trails

#1
JD Power
mega-airport

direct
connection to MCO

"One of the fastest-growing cities in the
U.S.A. with the shortest commute times."



All Roads Lead to Tavistock



Juice Bike Share

Sustainable Mobility Options

Walkability

An interconnected community of pathways, roadways and trails, our communities are designed to get you where you need to go no matter your form of travel. From the HQ2.0 site in Lake Nona, you can walk to 3 hospitals, 80 retailers and entertainment venues, dozens of restaurants, 5 neighborhoods and 4 schools—including two college campuses, all within 20 minutes.

Automated People Mover

A planned automated people mover (APM) will provide a direct connection from Lake Nona Town Center to Orlando's International Airport.

Autonomous Vehicles

Tavistock is planning for the integration of roadway technologies to accommodate autonomous vehicles.

Car Share Program

In one of Tavistock's newest apartment communities adjacent to the Lake Nona Town Center it's piloting a car share program for residents. The program, set to launch in 2018, will feature multiple onsite Tesla Model 3s, encouraging an eco-friendly and neighborly transportation option, in addition to electric car charging stations and bicycle storage.

EV Charging Stations

Powered through our integrated partnership with GE, EV car charging Wattstations™ can be found throughout our communities, which reduce costs and increase the opportunities for better, more environmentally conscious lifestyles.

Juice Bike Share

The popular Juice Bike Share program makes biking more accessible with grab-and-go bike rental stations throughout the Lake Nona community. Each station houses 10 bikes and creates a source of good exercise, green transportation and a great way to explore the community for every resident and visitor.

Connectivity

"No Limits" Fiber Connectivity

Wired for future growth with an excellent GPON "no limits" fiber network and onsite fiber plant, FLR node with 100GB university network.

Only U.S. Iconic Smart + Connected City

Named as first and only U.S. "Iconic City" within Cisco's Smart + Connected Communities initiative, joining Barcelona, London, Skolkovo in Russia, Rio de Janeiro, Toronto, Chengdu / Chongqing in China and Songdo, South Korea as one of nine Iconic Smart + Connected cities in the world.

Innovative Technologies

Prestigious partners, like Cisco, Corning and GE, collaborate in our living lab to create and deploy innovative technologies: DAS collaboration, remote driver LED lighting, monumental art installations with digital projection mapping, multitactions; First master-planned community to offer OTT.

World-class Infrastructure, Data Center

Community benefits from shared, reliable airport and multi-hospital power grids, major internet links.

Cellular Coverage

One of the nation's largest and most innovative DAS deployment; Cell coverage from national wireless carriers blankets the community with multiple towers.

Ownership of Onsite Technology Company

Tavistock owns onsite technology company Dais, that defines and implements technology standards for all homes, businesses and maintains blazing-fast data.

1st
only

Florida gigabit
community

10GB **50GB**

fiber in Lake Nona

fiber in Sunbridge



Living Lab

Technology plays a critical role in the evolution of Lake Nona and its pursuit of better living. To help us execute our mission of creating a healthy, sustainable community, we have made significant investments—establishing a non-profit institute to nurture new ideas, developing a captive technology company to implement these ideas, embracing an integrated council of onsite technology partners to solve problems and bring forth real-time collaborative solutions. We have aligned with both public and private partners, including city governments and universities.

Sunbridge is a new 29,000-acre development in Central Florida by Tavistock that will include a 50GB fiber backbone and 30,000 residential units, opening 2019. Amazon would have the ability to drive tech strategy from day one.



GE

LED Street Lights

In late 2011, Lake Nona committed to 100% LED street lighting for all new street lights, generating a combined annual energy savings of 253,000 kWhs.

The Connected Island by GE Appliances

The Connected Island from GE Appliances was designed based on healthy eating research with Lake Nona residents. The Island is the one and only prototype available exclusively in Lake Nona designed to explore the future of the healthy kitchen.

IT Council

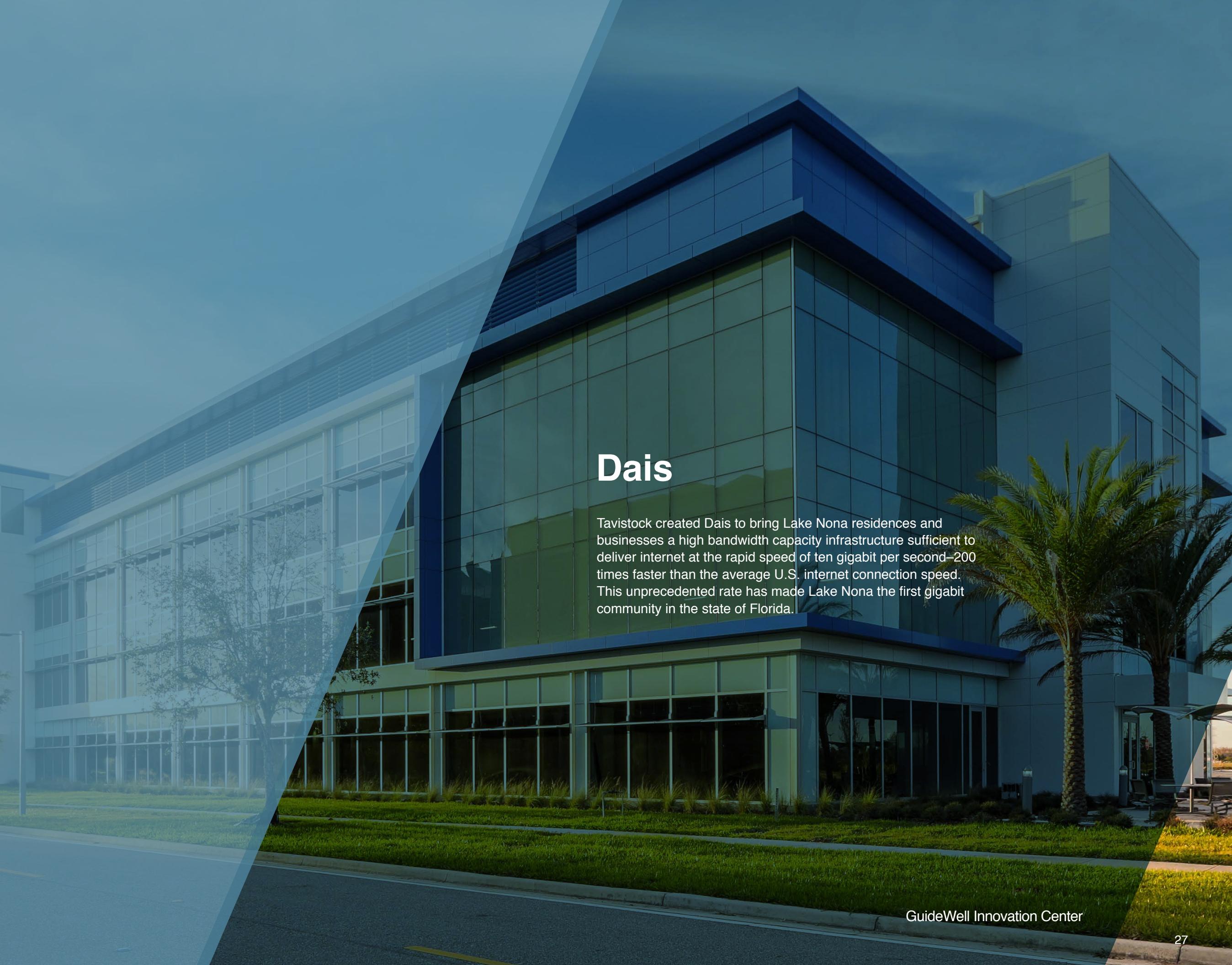
In addition to holding regular meetings with technology companies like Cisco and GE to carry the vision to the next level, Lake Nona's technology team also brought together the Medical City technology leaders in an "IT Council" dedicated to planning and promoting technology in the cluster.

WHIT

WHIT is our Wellness Home built on Innovation and Technology, with every detail designed to inspire a healthier life. Both a livable space and living laboratory, WHIT harnesses how you engage your home to develop smarter solutions and reimagine the future of home health.



WHIT



Dais

Tavistock created Dais to bring Lake Nona residences and businesses a high bandwidth capacity infrastructure sufficient to deliver internet at the rapid speed of ten gigabit per second—200 times faster than the average U.S. internet connection speed. This unprecedented rate has made Lake Nona the first gigabit community in the state of Florida.

GuideWell Innovation Center

Sustainability

Conserved & Protected Natural Beauty

Over 40 percent of Tavistock's Central Florida Holdings, more than 17,000 acres, has been left as open green space—untouched, conserved or enhanced park areas with miles of trails and more than 2,000 acres of lakes and waterways.

Sustainable Communities

From co-developing one of the first LED roadway lights with GE to mandating participation in Masco's Environments For Living Certified Green program that provides reductions of at least 30 percent in energy, emissions, and water usage in every home, to innovating healthy building standards with Delos and carbon farming plants.

National Leader in Responsible Water Use & Conservation

Comprehensive approach to responsible water use and conservation that includes Florida-friendly landscaping and limitations, as well as a master-irrigation water conservation plan that relies upon reclaimed wastewater, groundwater and storm water reuse for irrigation throughout communities.

Innovative Technologies

A central chilled water system is available for commercial districts, residential homes are pre-wired with EV charging stations, and partnerships with Kohler and Rainbird are testing and implementing new water conservation products throughout our holdings.

Healthy, Local Food

Tavistock integrates community gardens, local food sources and educational opportunities throughout its developments to create multiple sources for healthy, locally grown food.

32% 17k

more energy-efficient homes vs standard
acres conserved

2k 1st

acres of lakes
Stay Well hotel rooms in Florida





Lake Nona Marriott Courtyard and Residence Inn

Sustainable Living Initiatives

In 2015, Tavistock announced a collaboration with Delos®, the pioneer of Wellness Real Estate™, to bring wellness building and design initiatives to the Lake Nona community to further enhance healthy living. The first-of-its-kind agreement brought multiple innovative programs and health-focused construction and design practices onsite across both residential and commercial projects.

Lake Nona is one of the first communities to feature Delos' wellness-infused designs across more than one real estate typology.

Numerous Delos programs and products are currently on display at Lake Nona's healthy home, WHIT. Delos' WELL Signature™ program has been incorporated into residential neighborhoods, where innovative wellness designs and amenities improve residents' quality of air, water, light, nutrition and sleep. Our hotels feature the region's first Stay Well® rooms that include dozens of evidence-based health and wellness amenities to allow guests to maintain healthy lifestyle practices while on the road. Additionally, Lake Nona has committed to pursuing WELL certification for several commercial office buildings, including Tavistock's headquarter building in the Lake Nona Town Center.

We see the built environment as an asset to maximize human potential. We have created environments that go beyond environmental sustainability and incorporate the best concepts of green technology and sustainability into the physical environment, cultivating healthy lifestyle choices and helping to prevent health problems.

Inspired Homes

With the help of GE, Lake Nona is setting best practices in energy efficiency within the Laureate Park neighborhood. GE's Homes Inspired by ecomagination program, mandates HERS scores lower than 68 as certified by Masco's Environments For Living Certified Green program. These scores provide reductions of at least 30 percent in energy, emissions, and water usage in every Laureate Park home.

Every new home in Lake Nona is pre-wired for a residential electric vehicle charging station. WELL-build standards and high-efficiency appliances keep utility bills at an all-time low.

And during the evening hours, the community is lit up with energy-efficient LED roadway lighting, which helps the community conserve electricity as a whole—up to 50 percent compared to traditional roadway lighting.

Better Building Practices

Tavistock is committed to creating sustainable, healthy building designs in order to ensure environmentally responsible and earth-friendly communities.

As part of this commitment, Lake Nona adheres to the guidelines of the Leadership in Energy and Environmental Design (LEED) Green Building Rating System. LEED is the national standard for the design, construction, and operation of high performance green buildings, and promotes dedication to sustainability by recognizing performance in five key areas of human and environmental health: sustainable site development, water savings, energy efficiency, materials selection, and indoor environmental quality.

Environments for Living

Laureate Park homes are designed in conjunction with Environments For Living®—a program that assists builders in constructing more environmentally friendly structures through the use of modern building principles, low-emission paints, and non-toxic materials. Altogether, these sustainability practices help us strive for a better tomorrow.

Delos WELL, USGBC & LEED Certifications

Building	Certification
GuideWell Innovation Center	LEED Gold
Lake Nona Town Center Office Building 1 and 2	WELL Building Standard
LandonHouse	WELL Signature Residences
Marriott Courtyard / Residence Inn	Stay Well Rooms
Nemours Children's Hospital	LEED Gold
Sanford Burnham	LEED Gold
Tavistock Development Headquarters	WELL Certified
University of Central Florida Burnett School of Biomedical Sciences	LEED Silver
University of Central Florida College of Medicine	LEED Silver
University of Florida Academic & Research Center	LEED Platinum
USTA National Campus Welcome Center	LEED Certified
Valencia College	Three Green Globes by USGBC



Community, Culture & Quality of Life

A Community Designed to Give You Back Time

Our “neo-urban” designs have been thoughtfully planned from the ground up to give you back more time—and offer the best of urban and suburban living—communities that balance work, family and leisure.

Forward-thinking Environment

Built from scratch, our communities’ bold mission statements inspire everyone to be their best and emphasize health and wellbeing, sustainability, technology, education and social connectedness.

Thousands of (Free) Events

A desirable, 21st century lifestyle requires a balanced approach to community design that focuses on both the built environment as well as its activation. We have created one of the most robust programming calendars with thousands of annual events, from tai chi and yoga in the park to farmer’s markets, movie nights and live music.

One-of-a-Kind Opportunities

Residents and employees have one-of-a-kind opportunities to participate in unique studies and events, from Johnson & Johnson’s longitudinal life study to a pop-up community meditation with Deepak Chopra.

And So Much More

Community pools and aquatic centers, dog parks and trails, gardens and city parks with basketball and tennis courts, soccer, baseball and softball fields; Athletic clubs and moms groups, Nona Brew Crew and more.

0

inches of snowfall

35

minutes to beaches

best

selling community in Orlando

365

days of outdoor recreation

1k+

neighborhood events



“Lake Nona, the most sophisticated example in the world of what master planning for wellness can accomplish.”

GLOBAL WELLNESS INSTITUTE

Lake Nona Playground



LAKE NONA INSTITUTE
IMPACT FORUM
presented by Johnson & Johnson



Luminaries & Lifelong Learning

An invitation-only event, the Lake Nona Impact Forum convenes over 250 thought leaders from business, academia, government and industry sectors who are driving creative, innovative health and wellness solutions, to move the needle on health care expenditures nationally and globally. The Lake Nona Impact Forum is the premier initiative of the Lake Nona Institute, a global advocate for healthy, sustainable and inspired living.

Sponsored by Johnson & Johnson, past participants have included Alex Gorsky, CEO & Chairman of Johnson & Johnson; John Chambers, Executive Chairman and Former CEO of Cisco; Patrick Soon-Shiong, MD, CEO and Founder of Nantworks; The Honorable Robert McDonald, U.S. Secretary Veterans Affairs; Arianna Huffington, Founder and CEO of Thrive Global; Jim Madara MD, CEO of the American Medical Association; Bill Frist, former U.S. Senate Majority Leader; and John Sculley, former President of PepsiCo, and former Chief Executive Officer of Apple.



Healthy Living

The vision for Lake Nona is to create the ideal place to inspire human potential.

To that end, Lake Nona is designed with positive health intentions contemplated into every aspect of the master plan. Built with the underlying philosophy that the most important health decisions are not made in a doctor's office; rather, there are the dozens of decisions individuals make daily while at work, at home, in a restaurant or in retail environments that are the most impactful drivers of quality of life.

Lake Nona has a prevalent culture of health and wellness, thanks to an intentionally planned ecosystem that promotes activity, sustainability, social connection and learning. This includes community design to promote physical activity, community programming that enables wellness and interaction among community members, and measuring our progress to build on and enhance the community as we look to the future. We have also fast-tracked success through innovative collaboration.

Access to Healthcare

Lake Nona Medical City is a 650-acre health and life sciences cluster that represents a deliberate strategy to create a centralized focus on sophisticated medical treatment, research, and education in Orlando.

Lake Nona Medical City has become home to some of the nation's top hospitals, universities, research institutions and health and life science companies, bringing the latest in innovation and care to your backyard.



The Lake Nona Life Project is a long-term community health and wellness study that examines the associations between lifestyles and health among Lake Nona residents and workers. With founding sponsorship by Johnson & Johnson's Health and Wellness Solutions, the project is modeled after the famous Framingham Heart Study (1948), which is widely considered the most important community health study of the 20th Century. Our goal is for the Lake Nona Life Project to have that same importance in the 21st Century. In less than 18 months, more than 70% of eligible adults in the study zone have voluntarily signed up to participate.



The Wellness Company

Through our partnership, Technogym, the world's leading wellness and fitness company, will help Lake Nona create a seamlessly connected fitness community. Movement, exercise, sleep and biometrics will be monitored throughout the course of an individual's life, from kindergarten to university and further into a work and home environment, inside and outside fitness centers. This connected ecosystem based on Technogym's mywellness platform will create the world's largest data bank to evaluate the impact of how a fitness lifestyle can prevent or reduce preventable illnesses, such as diabetes and heart disease.

Gateway Medical Office

A collaborative health park from Florida Hospital and UCF Health that provides our community access to a myriad of medical services, including: family medicine, internal medicine, urology, cardiology, orthopedic surgery, sports medicine, gastroenterology, rheumatology, dermatology, obstetrics and gynecology.

UCF/HCA Adult Teaching Hospital

UCF and HCA Healthcare have partnered with plans to build a new state-of-the-art medical and surgical teaching hospital. The 100-bed UCF Lake Nona Medical Center will be built adjacent to the UCF College of Medicine, advancing teaching and clinical research programs throughout Lake Nona Medical City.

Signet Medically Integrated Fitness Facility

An 80,000-square-foot medically integrated fitness facility designed to be Lake Nona's central hub for health, wellness, recreation and performance is underway at the Lake Nona site.

Arts & Entertainment

At the heart of every good community is a healthy blend of arts and culture. From public art installations and live music to cinema events and access to Orlando's greatest artistic institutions, Tavistock's Central Florida developments offer those who live here plenty of chances to kick back, relax, enjoy and be inspired by work from some of the most iconic artists of our times. For Tavistock, arts and culture are truly parts of our DNA.

Live + Global Festival

Splashes of color, vibrant rhythms and delicious flavors transform Lake Nona Town Center into an international block party as hundreds of residents celebrate each global cultures.

Tom Fruin's Glass House

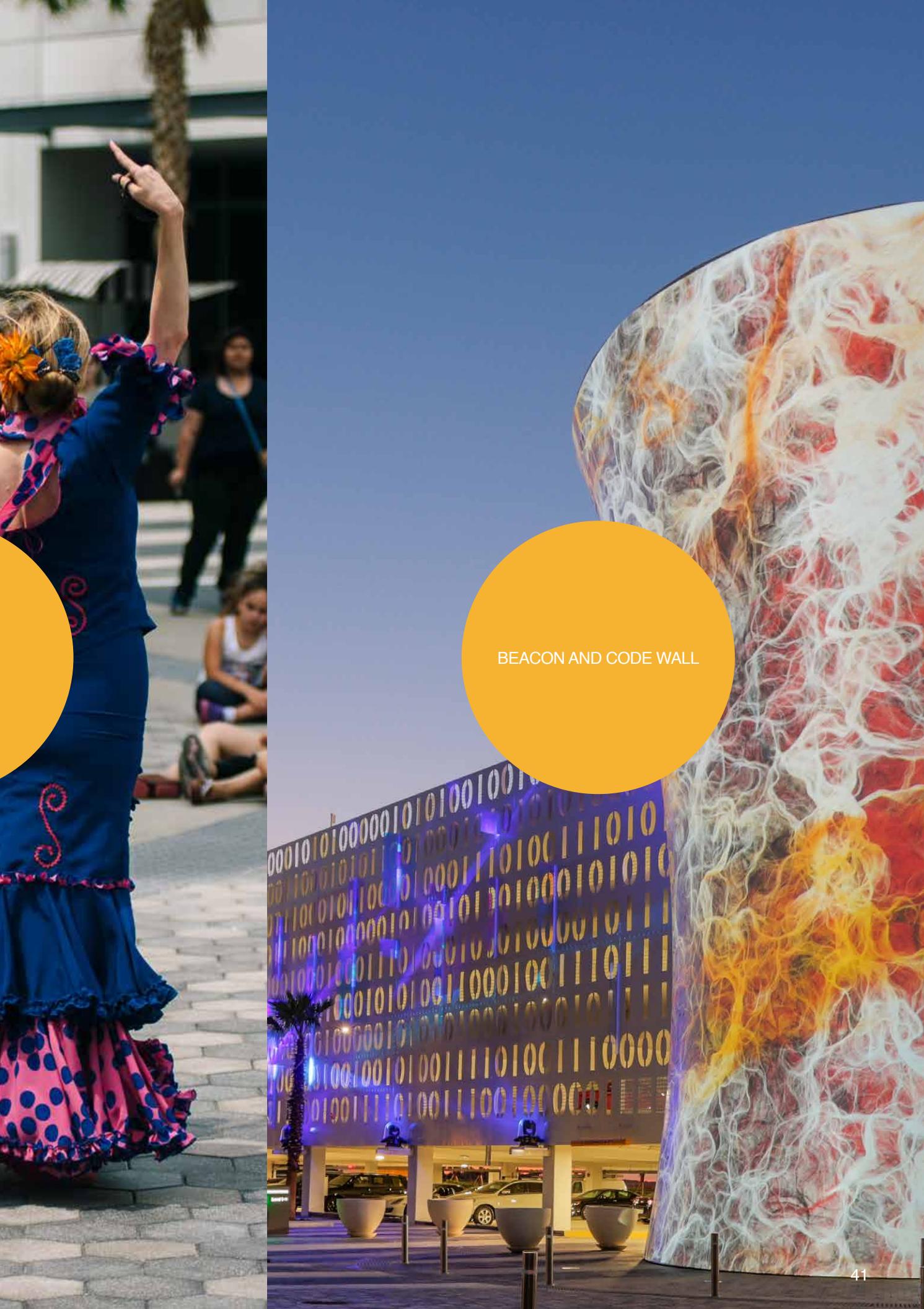
Situated in Lake Nona, this installation by Brooklyn-based artist Tom Fruin, is a kaleidoscopic piece that utilizes reclaimed materials and celebrates overlooked landmarks by pulling cues from sustainable urban design and American folk art.

Beacon and Code Wall

At the heart of the Town Center stands "The Beacon and Code Wall." "The Beacon" is a six-story landmark that comes to life at night with a visual experience of video, music and interactive elements. Alongside stands "Code Wall," an installation of specialized dichroic glass with imagery and messages written in binary code.

Live + Local

Every Thursday evening in Crescent Park, our Live + Local events feature live music, food trucks and local retailers for some family friendly, free weeknight neighborhood fun.



LIVE + LOCAL

TOM FRUIN'S
GLASS HOUSE

LIVE + GLOBAL
FESTIVAL

BEACON AND CODE WALL

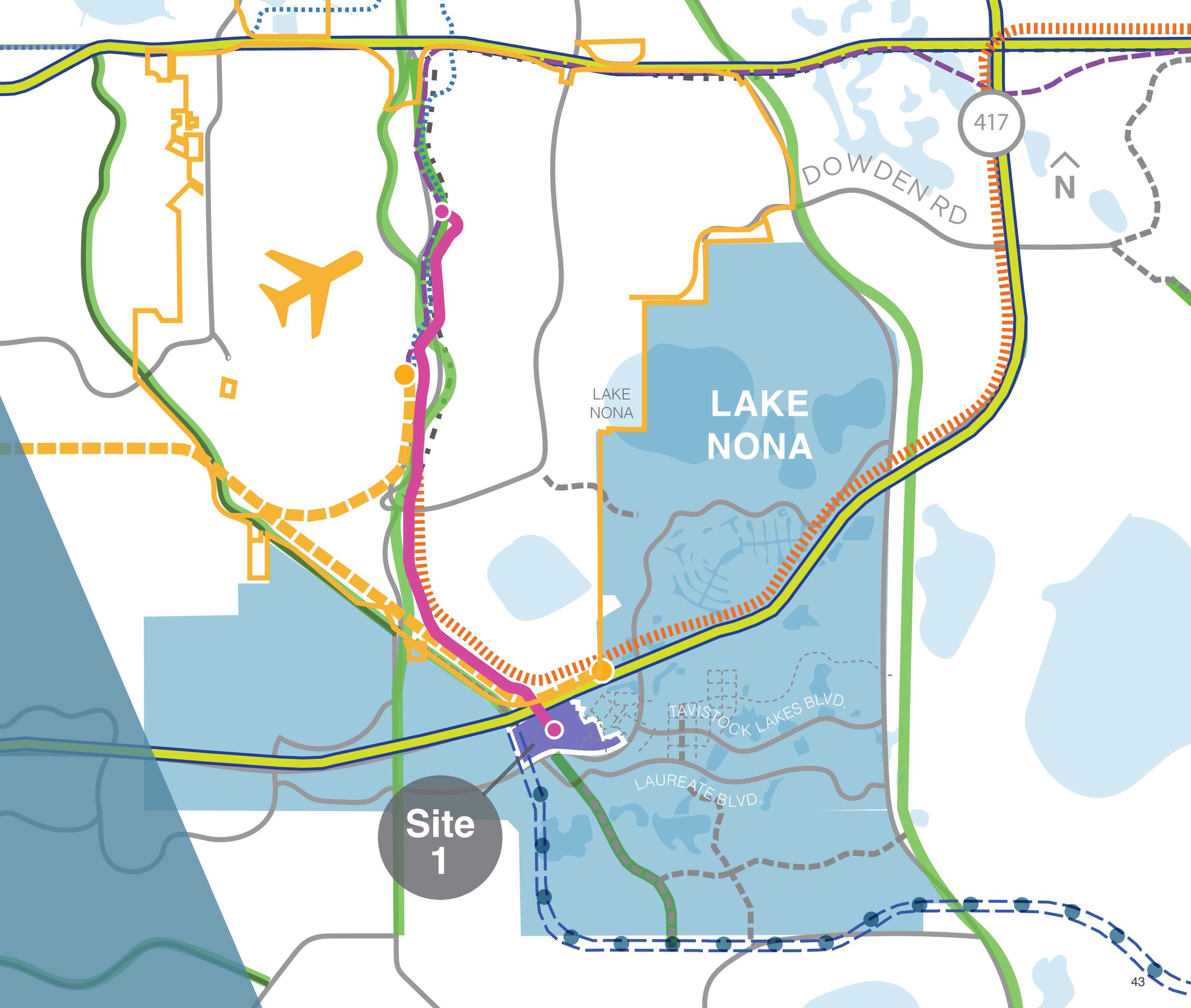


Site 1: Lake Nona

Tavistock's first site, located within the city limits of Orlando, is centrally located within our Lake Nona community, one of the nation's fastest growing and most innovative residential and commercial hubs in the Southeast.

The site is simply unmatched in the eastern U.S. in terms of convenience and direct connectivity to a major international airport and mass transit connections, which can offer Amazon a headquarter location (with plenty of room to grow) a distribution and logistics center, manufacturing center and fulfillment center all within a 3-mile radius. The site is 1.5 miles to the home of Amazon's new high-tech fulfillment center (MCO1), opening in 2018.

The site also offers one-of-a-kind opportunities to partner in the continued creation of Lake Nona, which has been designed and built from scratch and lauded by FORTUNE magazine as the "future of cities."



Lake Nona Town Center

Within the 17-square-mile Lake Nona community, the proposed site sits specifically within the Lake Nona Town Center, an innovative, next-generation 100+ acre, 3.8 million square foot retail, restaurant, office, and entertainment destination. Earlier this year, Tavistock partnered with Intersection, an Alphabet company, that is dedicated to improving the experience of public places through technology. Intersection is currently working with Tavistock to develop a Digital Master Plan and connected consumer experience design for its Town Center by mid-2018.

From the HQ2.0 site in Lake Nona, you can walk to 3 hospitals, 80 retailers and entertainment venues, dozens of restaurants, 5 neighborhoods and 4 schools—including two college campuses, all within 20 minutes.

Food Truck Night in Lake Nona Town Center



Lake Nona Town Center — Phase II

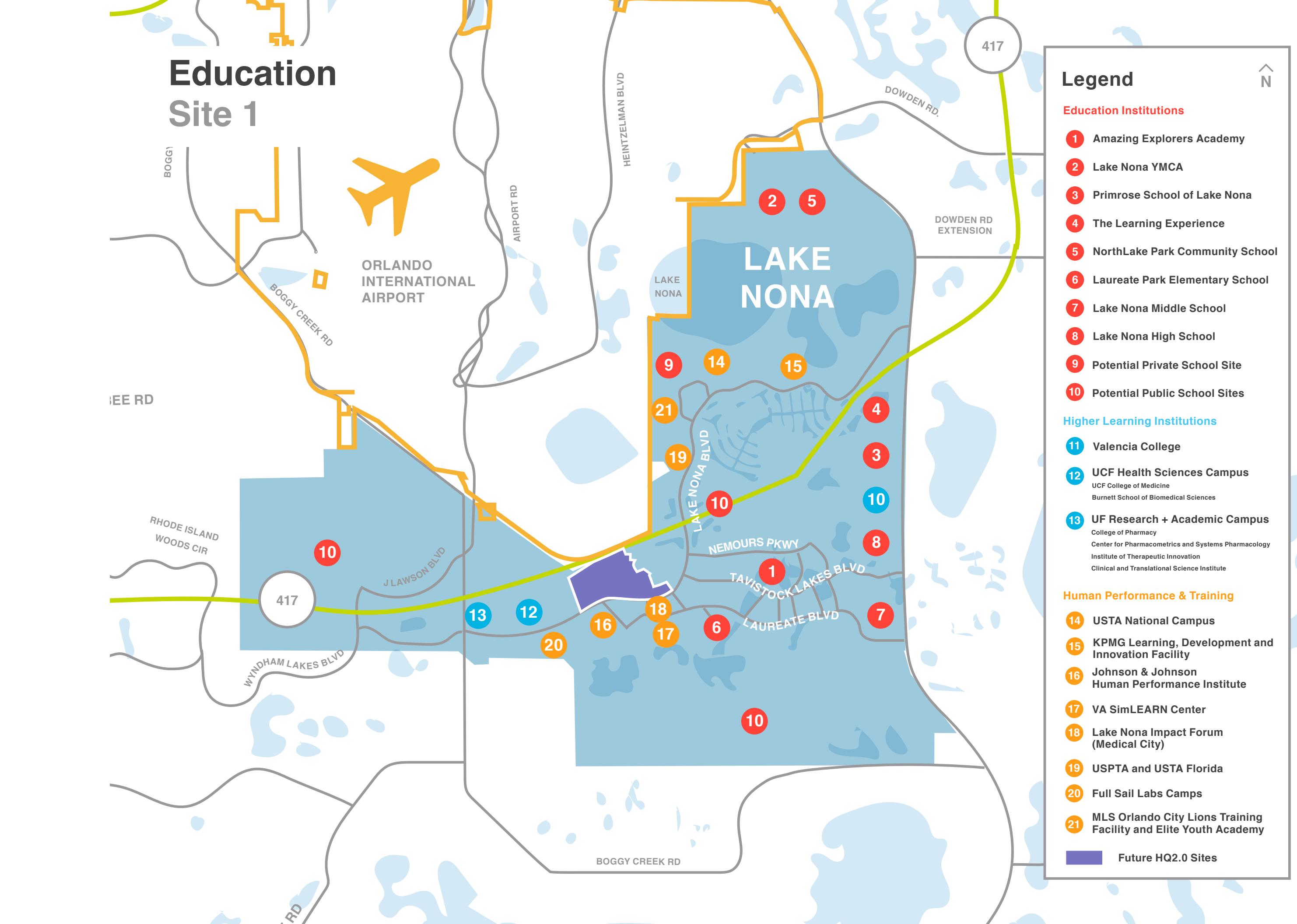
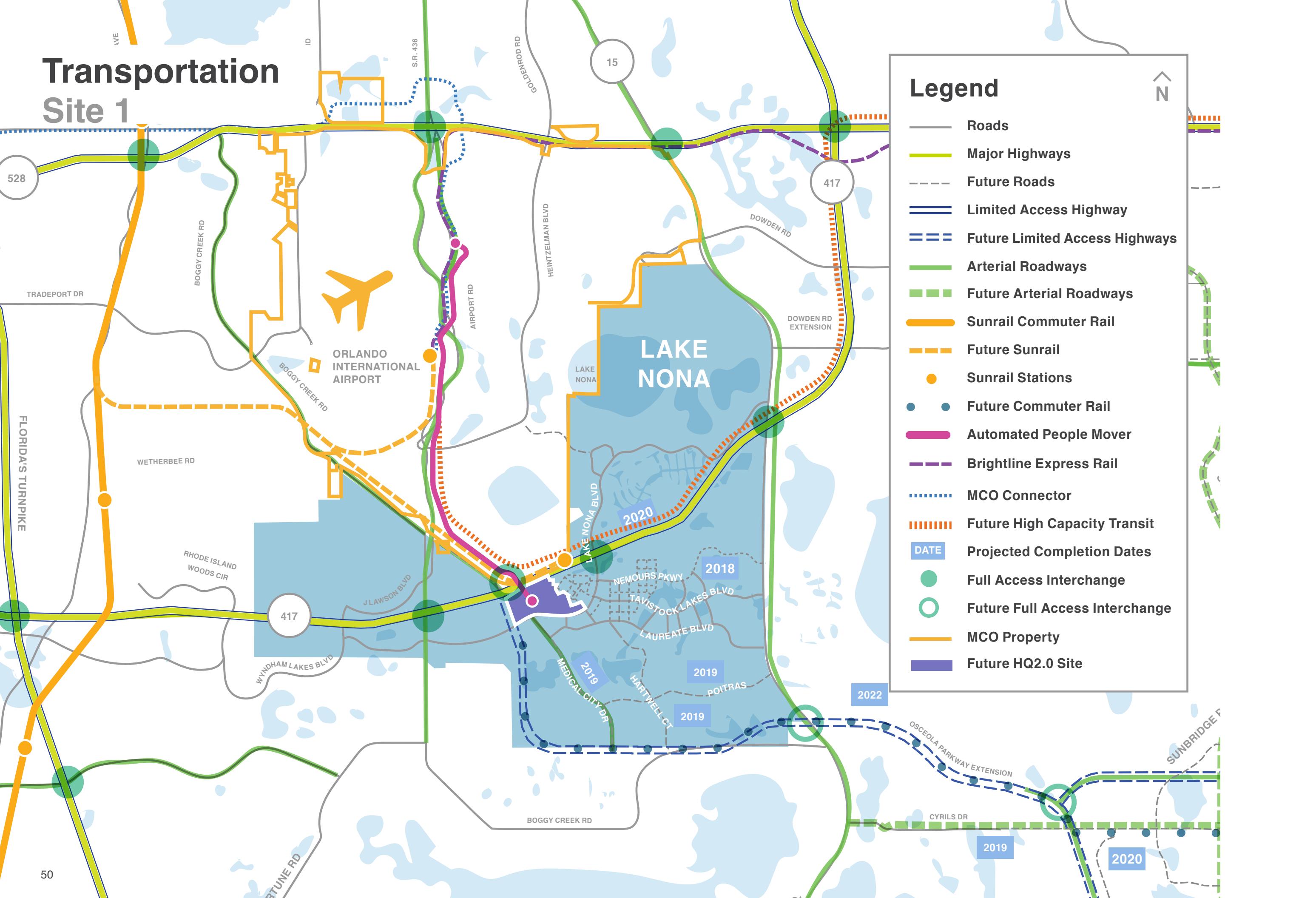
Site 1: Lake Nona

Project Preferences	
Metropolitan area with more than one million people	✓ A growing population of more than 2.3 million people in one of the fastest growing U.S. metros. The site (as well as additional sites for growth) is within the Lake Nona community that currently has 13,000 residents, 12,000 students, and 6,000+ onsite employees—and growing.
Stable, friendly business environment	✓ Located in Florida, a tax haven state, within the City of Orlando—known as the City of Collaboration. Tavistock is an award-winning community developer, distinguished by its hallmark speed, capital access, flexibility and creativity that has led to continued success at this site. Consistently demonstrating our performance attributes—along with forward-thinking process—across a vast investment landscape is what truly distinguishes Tavistock from its competitors. A city within a city, Lake Nona has been lauded for its innovative collaboration among public-private leaders, who have the ability to get things done.
Urban, suburban location that can attract technical talent	✓ Lake Nona offers a “neo-urban” site—that has been called the ‘City of the Future’—with the best of both urban and suburban lifestyles. It features a highly educated resident base, strong onsite education ecosystem that includes 3 onsite higher education campuses (University of Central Florida, University of Florida, Valencia College) and more than 12,000 students enrolled in our schools.
Community that thinks big, creatively	✓ This site (as well as additional sites for growth) is within a large-scale, master-designed, forward-thinking, neo-urban community that has a single, well-capitalized, invested, visionary owner focused on excellence. It's an environment created from scratch with a mission to create the ideal place that inspires human potential through innovative collaboration; that's been called a 'Living Lab', with partnerships that include some of the world's most noted brands the country's second largest and "Top 25 Most Innovative University". The site sits within Lake Nona Town Center, which recently partnered with Intersection—an Alphabet company—to completely re-imagine the future of retail and entertainment.
Development-prepped site	✓ Site is graded with a master stormwater system and all necessary utilities, and roadway infrastructure are in place. The site is ready for development and occupancy in 2019. Starting today, a non-expedited timeline is below: <ul style="list-style-type: none"> • Specific Parcel Master Plan ("SPMP") Submittal – January 2018 • SPMP Approval – March 2018 • Permit Package Submittal – March 2018 • Permit Package Approval – June 2018 • Start Construction – June 2018 • Complete Construction – September 2019
Site Requirements	
Proximity to population center within 30 miles	✓ • 12 miles or 20-minute drive from downtown Orlando • 7 million people are within a 35-minute drive
Proximity to international airport within 45 minutes	✓ Immediately adjacent to Orlando's international airport (MCO), less than a 9-minute drive. A planned automated people mover (APM) will provide a direct connection from the site to MCO.
Proximity to major highways, arterial roads	✓ All roads lead to Lake Nona, as its immediately adjacent to the region's international airport. Access to Orlando's beltway, SR-417 (Central Florida GreeneWay) with 3 onsite interchanges, as well as access to SR-528. The site is less than one mile from a SR417 interchange and less than 3 miles to a second SR-417 interchange.
Access to mass transit	✓ The site is less than 9 minutes to the brand new Intermodal Transportation Center, providing direct connections via light-rail, express and commuter trains, roadways, and buses.
Building Requirements	
Initial Requirement of 500,000+ SF in Phase I (2019)	✓ Currently in pre-construction on 300,000 square feet of office space in the Lake Nona Town Center (site location) that is planned for occupancy in 2019. Currently designing and permitting more than 500,000 square feet of available office space in the Lake Nona Town Center (site location) that would be ready to commence construction in 2018. This could easily be modified to fit Amazon's specific needs.
Total Requirement of 8+ Million SF, Beyond 2027	✓ Lake Nona encompasses more than 11,000 acres, which is entitled for 13,512,999 square feet of non-residential development and 14,693 residential units. Additional entitlements can be obtained as necessary. This site is ready to accommodate your needs immediately, and grow with you well into the future. We are invested for the long-term, and want to partner with you as we continue to build out this 'City of the future.'
Site Details	
Ownership	✓ Lake Nona Land Co/Tavistock Development Co
Acreage	✓ 100+ acres at the site and multiple other sites located within a shovel-ready 17-square-mile community, with plenty of options to grow

Entitlements	✓ Within the Lake Nona community which encompasses 3,250 hotel rooms, 14,693 residential units and 13.5 million square feet of non-residential units. Entitlements can be increased, if necessary.
Zoning	✓ PD (Planned Development)
Site readiness/Time to operations	Site is graded with a master stormwater system and all necessary utilities, and roadway infrastructure are in place. The site is ready for development and occupancy in 2019. Starting today, a non-expedited timeline is below: Specific Parcel Master Plan ("SPMP") Submittal – January 2018 <ul style="list-style-type: none"> • SPMP Approval – March 2018 • Permit Package Submittal – March 2018 • Permit Package Approval – June 2018 • Start Construction – June 2018 • Complete Construction – September 2019
Studies completed	✓ Geotech, Phase 1 ESA
Utility structure in place	✓ The site already has all utility connections in place and is technologically rich with an innovative infrastructure driven by a robust gigabit fiber network (10G). Named one of nine global and the only U.S. 'Iconic Smart + Connected' Cities by Cisco.
Water	<ul style="list-style-type: none"> • Provider – Orlando Utilities Commission • Location – Lake Nona Boulevard • Size of existing line – 20" (Can be upgraded but not necessary for proposed use) • Current capacity – Minimum 3,500 GPM, Sufficient Capacity for fire flow requirements • Lake Nona's commercial district and Medical City have a central chilled water system built and operated by Orlando Utilities Commission (OUC). OUC can provide central chilled water services to meet Amazon's total development needs.
Sewer	<ul style="list-style-type: none"> • Provider – City of Orlando • Location – Lake Nona Boulevard • Size of existing line – 15" Gravity Pipe with multiple pump stations (Can be upgraded but not necessary for proposed use) • Current capacity – Lake Nona has a remaining capacity of 3.4 million gallons per day, an equivalent of 13,773 ERUS.
Electric	<ul style="list-style-type: none"> • Provider – Orlando Utilities Commission • Location – Lake Nona Boulevard • Current capacity – OUC has committed to providing capacity necessary to serve the development. Lake Nona is currently connected underground to a sub-station at the airport. An additional sub-station is planned in the southeast portion of Lake Nona. Power to Lake Nona is considered critical due to the airport loop and presence of onsite hospitals.
Fiber	<ul style="list-style-type: none"> • Provider(s) – The fiber throughout the project is provided by Dais Communications, a subsidiary of Tavistock. • Location – The project is a "fiber-native" project with a robust fiber network throughout. Fiber is also installed to all homes (FTTH) through a GPON network. Dais maintains a fiber head-end on premises which also houses AT&T, Verizon and Sprint nodes.
Internet	<ul style="list-style-type: none"> • Provider(s) – 10GB Broadband and video services are provided to commercial properties by Dais Communications in partnership with Summit Broadband. Many residents have access to gigabit internet through the FTTH network.
Cell Coverage	<ul style="list-style-type: none"> • The site provides robust coverage across popular cellular carriers, including three onsite towers. • Tavistock's technology company, Dais, also maintains a Distributed Antenna System (DAS) head end facility at Lake Nona, less than one mile from the site, which houses AT&T, Verizon and Sprint nodes. • See attached cell coverage maps
Pedestrian-friendly site	The site sits within the Lake Nona Town Center, a 3.8 million-square-foot entertainment and retail center that is designed Lake Nona community, which features more than 44 miles of paved and unpaved trails. Miles of dedicated bike lanes, and numerous onsite bike share locations. See map within the Transportation chapter.
Proximity of overall buildings at full build-out	The Amazon HQ2.0 campus can be stand alone or interspersed amongst a variety of retail, entertainment, multifamily residential and office product in the heart of Lake Nona's 17-square-mile community. And beyond that, we have additional room for growth within other properties in Tavistock's Central Florida portfolio, including the 29,000-acre Sunbridge.

Additional Considerations, Preferences, Decision Drivers		
Capital & Operating Costs	✓	The site offers numerous capital and operating cost savings. Cost of construction is 15% below national average, which offers more than \$200 million in savings across 8 million square feet. The site, and future sites for growth, offer free parking for workforce and visitors.
Incentives		<p>CDD With the construction of 8 million square feet of corporate office, the Boggy Creek Improvement District can provide approximately \$100 million in HQ2.0 related public infrastructure, including roads, utilities, parks, transit and parking. Funding requires an amendment to the Capital Improvement Plan and approval by the District Board, which meets monthly. Tavistock retains the majority position on the District Board.</p> <p>Housing Tavistock is willing to construct a minimum of 1,000 single-family homes and 1,000 apartment units for Amazonians pursuant to a master lease with Amazon. This will allow Amazon flexibility to control the cost of living for their employees over time. Tavistock will agree to release individual homes from the master lease upon purchase by Amazonians.</p> <p>Capital In order to facilitate Amazon's capital efficiency, limit development risk, and allow Amazonians to focus on its business. Tavistock is willing to fund and construct Amazon's HQ2.0 of 500,000 to 8 million square feet, pursuant to a master lease structure and development agreement.</p> <p>Brokerage Tavistock will assist Amazonians with residential relocation services through its affiliated residential real estate brokerage and will rebate all Amazonians 25% of the routine real estate commissions for any residential purchase within Tavistock's land holdings.</p> <p>Homebuilding Homebuilders will provide a 10% discount to Amazonians on options selected for any home built on Tavistock's land holdings.</p> <p>Mobility Fees Reduction in mobility fees based upon modeled internal capture from mixed-use project and transit.</p>
Labor Force	✓	<p>Region is teeming with talented, skilled professionals, largely due to the many quality educational facilities located here—including University of Florida (UF), Valencia College, and the University of Central Florida (UCF), now the second largest university in the nation. UCF, UF and Valencia all have a campus within the Lake Nona community, all within minutes from this site.</p> <p>Lake Nona is one of the nation's fastest growing communities in America, the best-selling community in Orlando, where 2,000+ new people chose to make their home every year. With more than 4,000 residential units today, Lake Nona is entitled for more than 14,000 units at build out. Lake Nona offers the most attractive location for your workforce to call home—the labor is here, it is primed to expand and talent will be eager to relocate here if needed.</p>
Sustainability		
Logistics/Transportation	✓	<ul style="list-style-type: none"> Site is within 1.5 miles of the home of Amazon's new high-tech fulfillment center (MCO1), opening in 2018. Immediately adjacent to the Orlando International Airport (less than a 9-minute drive), JD Power's #1 ranked "Mega" Airport in the U.S. for 2017. Lake Nona is adjacent to the brand new Intermodal Transportation Center, providing direct connections via light-rail, express and commuter trains, roadways, and buses An automated people mover (APM) is planned to connect the site in Lake Nona directly to the airport and new intermodal center. Encompasses an extensive roadway network that includes several major arterial roadways and three onsite interchanges to the limited-access SR 417 (Greneway). The construction of Lake Nona's roads and interchanges have been developed well ahead of municipal plans in many cases with Tavistock investing in and constructing numerous significant roadway and infrastructure projects across the 17-square-mile community, resulting in accelerated development. <ul style="list-style-type: none"> \$200+ Million invested in last 10 years in public infrastructure. \$1.7+ Billion planned in the next 3 years in public infrastructure improvements. Lake Nona (and the site specifically) is currently served by Lynx, the regional bus transit system. Planned connectivity of the new SunRail commuter system to the Intermodal Center, and will ultimately include a station serving the Lake Nona Town Center. Planned express train, Brightline, that will connect Miami and Orlando at the region's new Intermodal Transportation Center. <p>Lake Nona offers convenient commute times from all regional residential urban and suburban areas, with offsite drive time averages ranging from 15 to 30 minute commutes via roadways</p> <p>The proposed Lake Nona location(s) is:</p> <ul style="list-style-type: none"> 1-minute drive from a major interchange to the Central Florida GreeneWay (SR 417); 3 minutes to a second SR417 interchange 9-minute drive to Orlando International Airport 20-minute drive to Downtown Orlando 30-minute drive to Orlando's theme park attractions 40-minute drive to Cocoa Beach, Cape Canaveral Spaceport (home to Blue Origin), Seaport Canaveral, and Central Florida's Intermodal Logistics/Railway facility in Winter Haven.
Community/Quality of Life/Cultural Fit	✓	<p>Lake Nona is a 17-square-mile, thoughtfully planned community in the City of Orlando. It is home to world-class education, medical and recreational facilities, Lake Nona Medical City, Sports and Performance District, diverse workspaces, retail centers, entertainment choices and residential options for all types of people seeking the best the city has to offer with all the conveniences of living within a dynamic, vibrant community.</p> <p>Ecological</p> <ul style="list-style-type: none"> Preservation of the natural environment is a hallmark of Lake Nona. Over 40 percent of the Lake Nona master plan has been reserved for open space and lakes. Three natural lakes, Lake Nona, Buck Lake, and Red Lake provide 861 acres of pristine natural beauty and an additional 448 acres of new water features are being constructed throughout the community. Lake Nona partnered with Audubon of Florida to develop resident programming, and also to assist with educational signage for the trail system throughout the community. Audubon conducted environmental assessments for Lake Nona, providing the community with science-based recommendations for enhancing its ecological surroundings and assisting with the design and interpretive signage for Lake Nona's 44-mile community trail system. A Primary Conservation Network made up of 1,189 acres of designated conservation area, supplemented by 181 acres of new park space combine to provide recreational opportunities and neighborhood gathering places. <p>Sustainability</p> <ul style="list-style-type: none"> Lake Nona's forward-thinking approach includes participating in the Leadership in Energy and Environmental Design (LEED) Green Building Rating System. Most large-scale projects within the community are certified or under consideration for LEED certification. With the help of GE, Lake Nona is setting best practices in energy efficiency within the Laureate Park neighborhood. GE's Homes Inspired by ecomagination program, mandates HERs scores lower than 68 as certified by Masco's Environments For Living Certified Green program. These scores provide reductions of at least 30 percent in energy, emissions, and water usage in every Laureate Park home. Every new home in Lake Nona is pre-wired for a residential electric vehicle charging station. Lake Nona's standard practice, since 2011, is to light public ways with efficient LED lighting. <p>Wellness</p> <ul style="list-style-type: none"> Well-build standards and high-efficiency appliances keep utility bills at an all-time low. Tavistock has partnered with Delos, a pioneer in wellness real estate, to incorporate innovative wellness designs and amenities throughout Lake Nona. Through this program, Lake Nona offers improved quality of air, water, light, nutrition, sleep and physical environments in general. This program has been incorporated in Lake Nona's residential neighborhoods, office buildings (including Tavistock's headquarters) and hotels.

	<ul style="list-style-type: none"> Site is within 1.5 miles of the home of Amazon's new high-tech fulfillment center (MCO1), opening in 2018. Immediately adjacent to the Orlando International Airport (less than a 9-minute drive), JD Power's #1 ranked "Mega" Airport in the U.S. for 2017. Lake Nona is adjacent to the brand new Intermodal Transportation Center, providing direct connections via light-rail, express and commuter trains, roadways, and buses An automated people mover (APM) is planned to connect the site in Lake Nona directly to the airport and new intermodal center. Encompasses an extensive roadway network that includes several major arterial roadways and three onsite interchanges to the limited-access SR 417 (Greneway). The construction of Lake Nona's roads and interchanges have been developed well ahead of municipal plans in many cases with Tavistock investing in and constructing numerous significant roadway and infrastructure projects across the 17-square-mile community, resulting in accelerated development. <ul style="list-style-type: none"> \$200+ Million invested in last 10 years in public infrastructure. \$1.7+ Billion planned in the next 3 years in public infrastructure improvements. Lake Nona (and the site specifically) is currently served by Lynx, the regional bus transit system. Planned connectivity of the new SunRail commuter system to the Intermodal Center, and will ultimately include a station serving the Lake Nona Town Center. Planned express train, Brightline, that will connect Miami and Orlando at the region's new Intermodal Transportation Center. <p>Lake Nona offers convenient commute times from all regional residential urban and suburban areas, with offsite drive time averages ranging from 15 to 30 minute commutes via roadways</p> <p>The proposed Lake Nona location(s) is:</p> <ul style="list-style-type: none"> 1-minute drive from a major interchange to the Central Florida GreeneWay (SR 417); 3 minutes to a second SR417 interchange 9-minute drive to Orlando International Airport 20-minute drive to Downtown Orlando 30-minute drive to Orlando's theme park attractions 40-minute drive to Cocoa Beach, Cape Canaveral Spaceport (home to Blue Origin), Seaport Canaveral, and Central Florida's Intermodal Logistics/Railway facility in Winter Haven.
Sustainability	

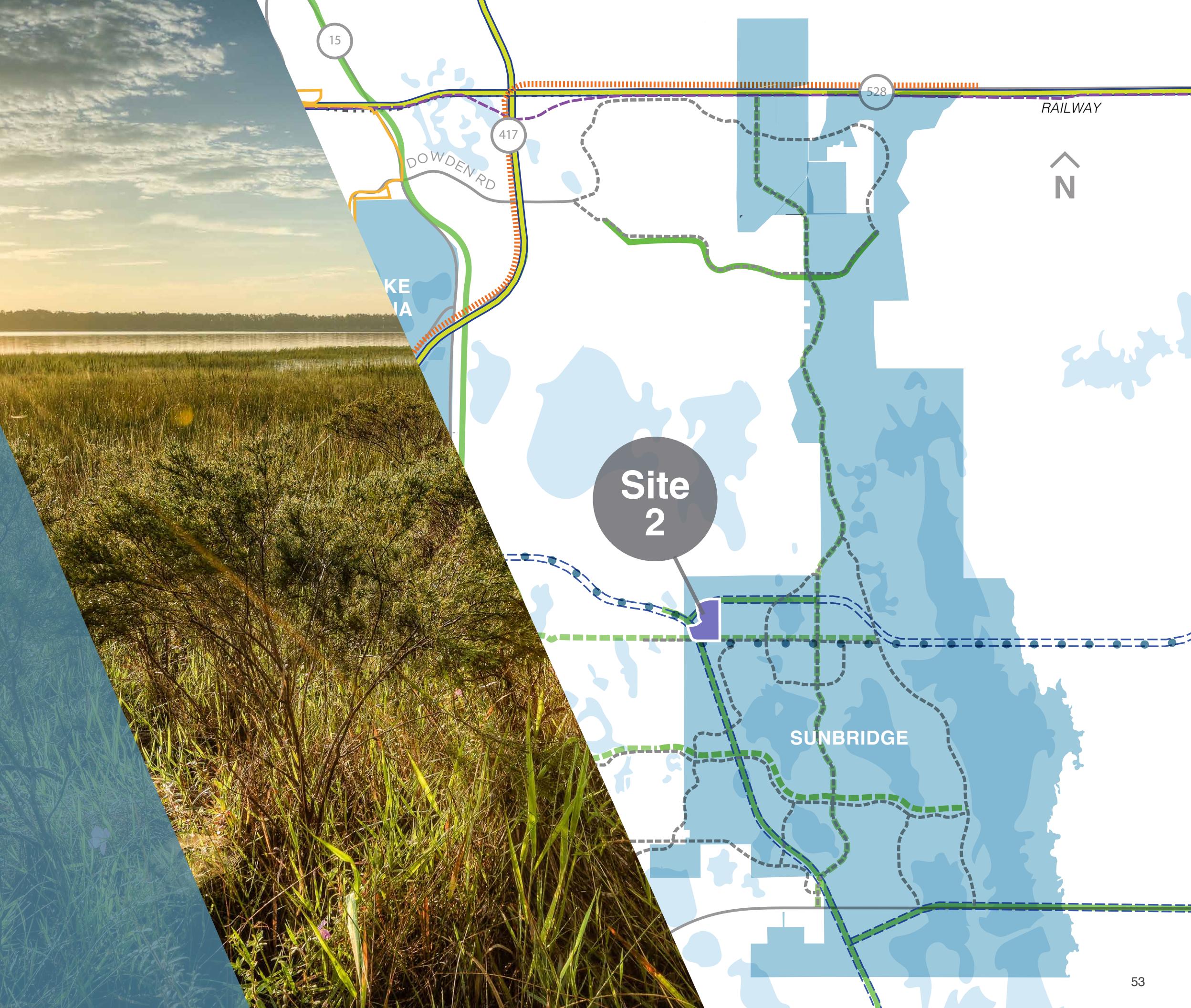


Site 2: Sunbridge

Tavistock's Sunbridge is a new 29,000-acre master-planned community located in the southeast quadrant of Central Florida in both Orange and Osceola County. The region is one of the fastest growing metropolitan areas in the state.

Sunbridge is in close proximity to key economic drivers like Orlando International Airport, Port Canaveral, BRIDG, Lake Nona Medical City and the University of Central Florida.

Multimodal transportation runs throughout the development, including State Road 528 with future plans to accommodate growth. A key element of the proposed road system includes a new north south arterial roadway that will provide a new regional mobility corridor between Orange and Osceola County.



Site 2: Sunbridge

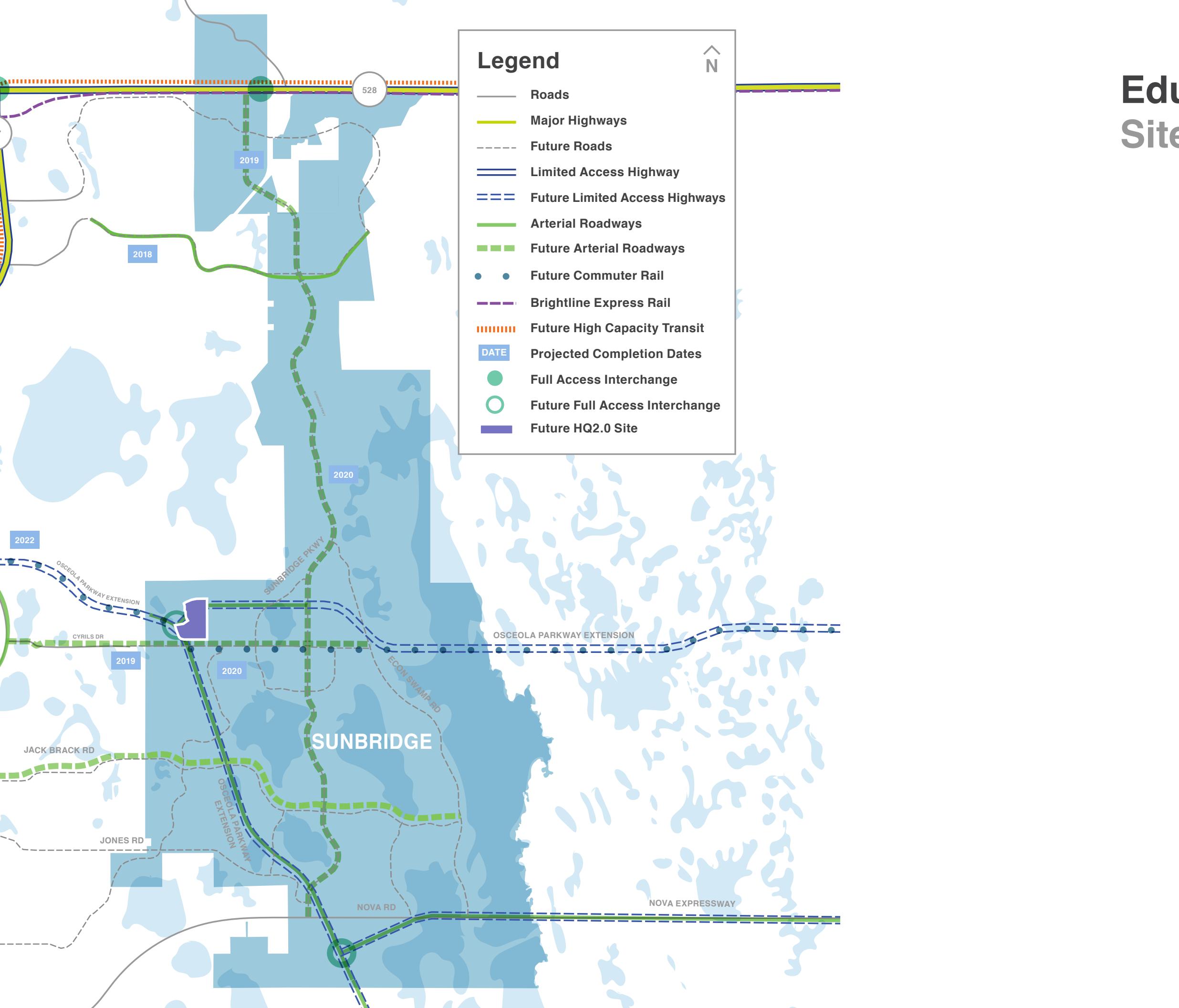
Project Preferences	
Metropolitan area with more than one million people	✓ Growing population of more than 2.3 Million People, in one of the fastest growing U.S. metros. The site (as well as additional sites for growth) is within the Sunbridge community that will have 30,000 residential units and thousands of onsite employees across its 29,000 acres
Stable, friendly business environment	✓ Located in Florida, a tax-haven state, within Osceola County, who has a great track record of delivering high-profile projects with significant incentives and is pledging to work tirelessly to make Amazon's experience here second to none. Osceola County has created special zoning for Sunbridge allowing for great flexibility in development and has a special "5-day permitting" process for eligible projects, such as HQ2.0. As noted in the incentives section, the County is very open to innovative ways of incentivizing and moving forward development.
Urban, suburban location that can attract technical talent	✓ Sunbridge is being developed as a "neo-urban" community—with the best of both urban and suburban lifestyles. Existing economic drivers in the surrounding area (BRIDG, Lake Nona, etc) have seen success in attracting high wage, technical talent. With numerous onsite locations reserved for future K-12 facilities, the site sits in proximity to a higher-education ecosystem, including numerous higher education offerings (i.e. University of Central Florida, University of Florida, Valencia College).
Community that thinks big, creatively	✓ The Sunbridge community charter is built on five key ideas: <ul style="list-style-type: none">• Be the national leader in responsible water use and conservation• Be the national leader in sustainable energy use• Be the national leader in community movement and motion• Be the national leader in creating a local, sustainable food supply• Create an integrated community that perfects the connection between people and nature
Development-prepped site	✓ Sunbridge spans more than 29,000 acres, with more than half preserved within a conservation network. This site offers a greenfield opportunity to literally be part of the creation of a new city. Infrastructure to the site is currently in design and permitting.
Site Requirements	
Proximity to population center within 30 miles	✓ 23 miles or 30 minutes from downtown Orlando
Proximity to international airport within 45 minutes	✓ 15 miles or 25 minutes to Orlando International Airport
Proximity to major highways, arterial roads	✓ The site will be served by an east-west arterial road in 2019, which will connect to Lake Nona and a north-south arterial road in 2020 connecting north to SR-528, a major limited access highway. Osceola Parkway Extension is planned for completion by 2022 with a full interchange at the site and will connect directly to Orlando International Airport.
Access to mass transit	✓ 12 miles or 13-minute drive to the brand new Intermodal Transportation Center at Orlando International Airport, providing direct connections to planned SunRail, planned Brightline express passenger rail, a planned Automatic People Mover (APM) to Lake Nona, and regional and local buses. The regional bus transit system, Lynx, is committed to have comprehensive coverage to the site with the opening of HQ2.0. All limited access highways planned for the area will have dedicated right-of-way to accommodate transit directly to the site.
Building Requirements	
Initial Requirement of 500,000+ SF in Phase I (2019)	✓ Site is well over 100 acres of uplands. All infrastructure and permitting able to support 500,000+ square feet will be in place to ensure 2019 delivery.
Total Requirement of 8+ Million SF, Beyond 2027	✓ Sunbridge has entitlements for 10,535,000 square feet of non-residential units and can be increased through a comprehensive plan amendment process, if necessary.
Site Details	
Ownership	✓ Sunbridge is an independent development of the Tavistock Development Company. Tavistock has a development agreement with landowner Suburban Land Reserve ("SLR") to serve as the master developer of the 29,000-acre project. SLR is a national land investment company with holdings in various regions of the U.S.
Acreage	✓ 100+ acres at the site and multiple other sites located within the 29,000-acre Sunbridge community, with plenty of options to grow.

Entitlements	✓ 5,000 hotel rooms, 29,320 residential units and 10,535,000 square feet of non-residential units. Entitlements can be increased through a comprehensive plan amendment process, if necessary.
Zoning	✓ MXD (Mixed-Use Development)
Site readiness/Time to operations	✓ Site ready for development in June 2018. 500,000 square feet in design and permitting (7 months design, 1 month permitting) commences as late as January 2018. Construction start as late as Q3 2018 for completion in 2019.
Studies completed	✓ Geotech, Phase I ESA
Water	✓ TOHO Water Authority is the provider of water service to the southern portion of Sunbridge. Water treatment plant to begin construction in February 2018 and complete construction in August 2018. The water treatment plant is designed to serve the entire 19,000 acres of development, including the full build out of HQ2.0.
Sewer	✓ TOHO Water Authority is the provider of wastewater service to the southern portion of Sunbridge. Wastewater treatment plant to begin construction in February 2018 and complete construction in August 2018. The wastewater treatment plant is designed to serve the entire 19,000 acres of development including the full build out of HQ2.0.
Electric	✓ Orlando Utilities Commission is the utility in place. OUC has committed to serving the entire southern portion of Sunbridge by 2019 and will begin construction of a new electrical substation in 2018.
Fiber	✓ Dais Communications, a subsidiary of Tavistock, will provide the fiber throughout Sunbridge. Sunbridge will be a "fiber-native" development with a robust, 50GB fiber network throughout. Fiber will also be installed to all homes (FTTH) through a GPON network. Dais will maintain a fiber head-end facility at Sunbridge proximate to the site, which will also house cellular carrier nodes.
Internet	✓ 50GB Broadband and video services will be provided by Dais Communications in partnership with Summit Broadband. Residents will have access to a gigabit internet through the FTTH network.
Cell Coverage	✓ Sunbridge is covered by the 4 main cellular carriers per the attached coverage maps. Furthermore, Tavistock's Dais is a cellular tower developer and will ensure robust micro-location coverage at the site and surrounding residential and commercial areas.
Pedestrian-friendly site	✓ Sunbridge will have miles of trails and dedicated bike lanes. Each home is being designed as its own trailhead. See map within the Transportation section. The residential neighborhoods will be proximate to and potentially integrated into the site, and will be planned with a variety of types and densities to promote walkability.
Proximity of overall buildings at full build-out	✓ Sunbridge provides the unique opportunity for Amazon to develop a stand-alone campus or to collaborate with Tavistock to shape the overall Sunbridge community by integrating its needs into the comprehensive mixed-use development.
Additional Considerations, Preferences, Decision Drivers	
Capital & Operating Costs	✓ The site offers numerous capital and operating cost savings. Cost of construction in central Florida is 15% below national average, which offers more than \$200 million in savings across 8 million square feet. Because the site is a greenfield, parking can be designed to be free for workforce and visitors. <ul style="list-style-type: none">• Tavistock will donate up to 100 acres of land as necessary to construct Amazon's HQ2.0 with a 500,000 square foot facility.• Ten-year abatement of real estate taxes;• Synthetic tax increment structure, wherein the net fiscal benefit from development within Sunbridge can be directed to support both significant public infrastructure projects (i.e. mass transit, roads, utilities, parks, schools, etc.) as well as certain activities particular to Amazon, such as your idea to fund housing and relocation assistance packages for certain new, high-paying jobs that must be relocated from elsewhere.• Guaranteed 5-day permit turnaround• Satisfaction of the matching requirement for Amazon to receive 100% of applicable incentives under Florida's Qualified Target Industries ("QTI") program.• Waiver of building permit fees.• Reduction in mobility fees based upon internal capture from mixed-use project and transit.• Waiver of our utility tax and support with St. Cloud utilities on a hybrid rate structure to incentivize solar and other renewable energy.• Support with Osceola County School Board to create a new magnet high school with a targeted focus on programs most beneficial to Amazon.
Incentives	✓

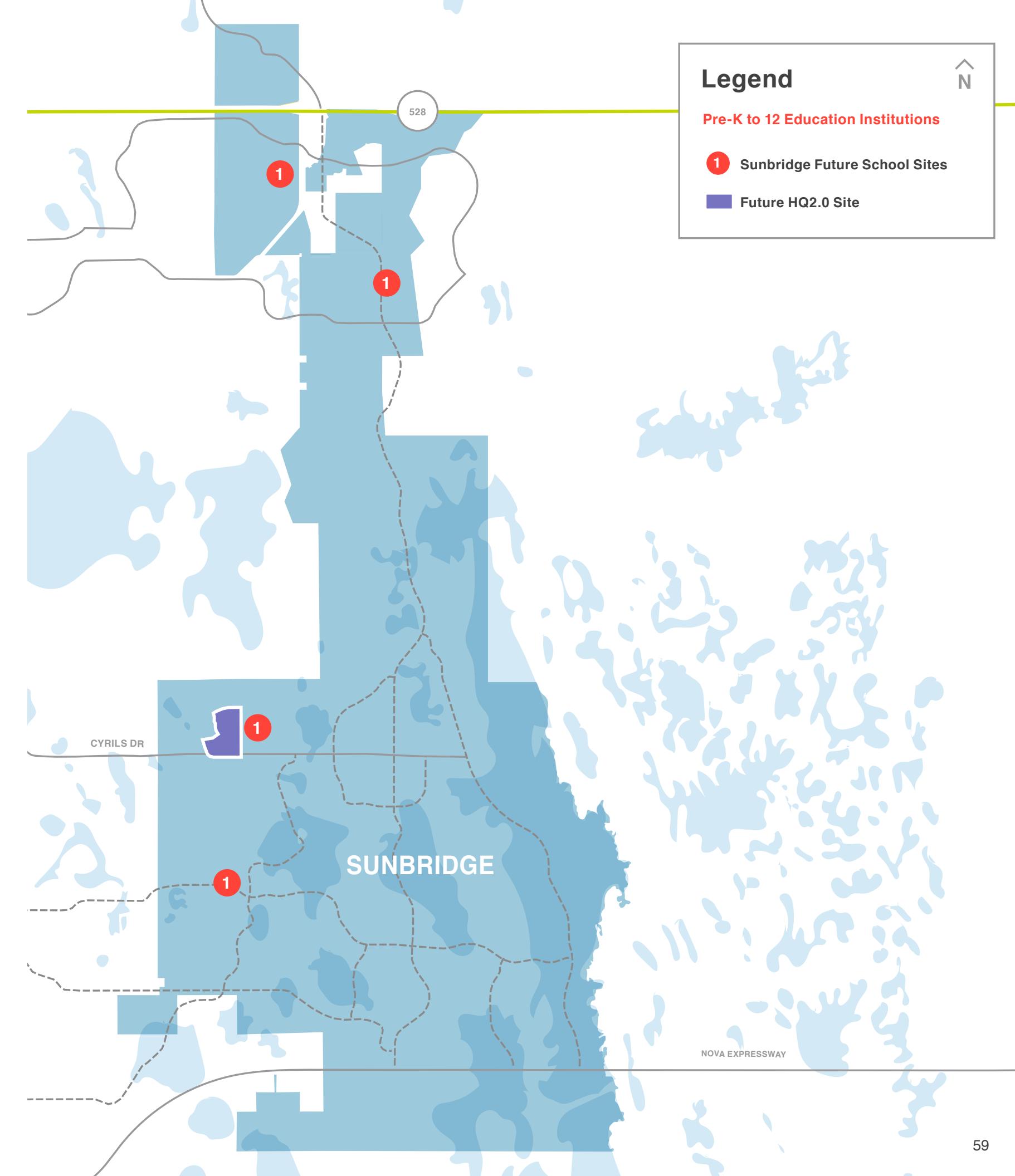
	CDD With Amazon's construction of 8 million square feet of corporate office, the Sunbridge Independent Services District can provide approximately \$100 million in HQ2.0 related public infrastructure, including roads, utilities, parks, transit and parking. Funding requires an amendment to the Capital Improvement Plan and approval by the District Board, which meets monthly. Tavistock retains the majority position on the District Board.
Incentives	Housing Tavistock is willing to construct a minimum of 1,000 single-family homes and 1,000 apartment units for Amazonians pursuant to a master lease with Amazon. This will allow Amazon flexibility to control the cost of living for their employees over time. Tavistock will agree to release individual homes from the master lease upon purchase by Amazonians.
	Capital In order to facilitate Amazon's capital efficiency, limit development risk, and allow Amazonians to focus on its business, Tavistock is willing to fund and construct Amazon's HQ2.0 of 500,000 to 8 million square feet, pursuant to a master lease structure and development agreement.
	Brokerage Tavistock will assist Amazonians with residential relocation services through its affiliated residential real estate brokerage and will rebate all Amazonians 25% of the routine real estate commissions for any residential purchase within Tavistock's land holdings.
	Homebuilding Homebuilders will provide a 10% discount to Amazonians on options selected for any home built on Tavistock's land holdings.
Labor Force	Region is teeming with talented, skilled professionals, largely due to the many quality educational and vocational facilities located here—including University of Florida, Valencia College, and the University of Central Florida, now the second largest university in the nation
Logistics	The geographic location of the site creates opportunities that are unattainable for many communities. Proximity to Orlando International Airport, Seaport Canaveral, Cape Canaveral Spaceport (home to Blue Origin), Lake Nona, University of Central Florida and the new Orlando International Airport Intermodal Transportation Center, create a logistics environment unachievable in almost any other location.
Community/Quality of Life/ Cultural Fit	Sunbridge will incorporate best practices and place-making principles from across Tavistock's award-winning portfolio, highlighted by the Lake Nona community, while leveraging and embracing the natural beauty and assets of the site and Sunbridge as a whole. Sunbridge has access to three interconnected natural lakes. The first phase will include a mixed-use marina village.
Sustainability	Sunbridge holds environmental preservation and conservation as one of the primary goals for the development. This goal includes wetland preservation and enhancement; the conservation of fresh water through reuse and demand reduction; management of habitat for wildlife diversity; and protection of native species. Water conservation will also be a primary focus of the development. This will be accomplished through the use of Florida-friendly xeric and waterwise landscape materials to reduce the overall irrigation demands. Also, the community will utilize reclaimed water from the proposed waste water treatment plant as the primary source of irrigation water. One Water Water conservation is a primary focus in our 29,000 acre Sunbridge development. Sunbridge employs a One Water system that conserves fresh water by bridging the gaps between storm water management, groundwater availability, potable water demand, and irrigation water use with the ultimate goal of a "water neutral" community. In addition, OUC has committed to build a chilled water plant to serve Amazon HQ2.0.



Transportation Site 2



Education Site 2



Cellular Coverage Sites 1 & 2



For additional incentive information, please see subsequent chart at the end of this section.

Economics

Site	Program Name	Program Type (Tax Credit, Refund, Etc.)	Program Description	Estimated Award Amount	Eligibility Requirements	Funding Source	Is the award refundable or transferable?	Do any carry-forwards apply?	Approval Timeline	Requires legislation?	Are there potential clawbacks?	Benefit Timeline
Tavistock Site 1: Lake Nona	SITE BENEFITS	Real Estate Incentive	<p>1) CDD: With the construction of 8 million square feet of corporate office, the Boggy Creek Improvement District can provide approximately \$100 million in HQ2 related public infrastructure, including roads, utilities, parks, transit and parking.</p> <p>2) Housing: Tavistock is willing to construct a minimum of 1,000 single-family homes and 1,000 apartment units for Amazonians pursuant to a master lease with Amazon HQ2 project. This will allow Amazon HQ2 project flexibility to control the cost of living for their employees over time. Tavistock will agree to release individual homes from the master lease upon purchase by Amazonians.</p> <p>3) Capital: In order to facilitate Amazon HQ2 project's capital efficiency, limit development risk, and allow Amazon to focus on its business, Tavistock is willing to fund and construct Amazon HQ2 project's HQ2 of 500,000 to 8 million square feet, pursuant to a master lease structure and development agreement.</p> <p>4) Brokerage: Tavistock will assist Amazonians with residential relocation services through its affiliated residential real estate brokerage and will rebate all Amazonians 25% of the routine real estate commissions for any residential purchase within Tavistock's land holdings.</p> <p>5) Homebuilding: Homebuilders will provide a 10% discount to Amazonians on options selected for any home built on Tavistock's land holdings.</p> <p>6) Mobility Fees: Reduction in mobility fees based upon modeled internal capture from mixed-use project and transit.</p>	<p>1) Estimated \$100,000,000 in infrastructure and development fees.</p> <p>3) Plus a negotiated master lease structure and development agreement for all the office space needed (from 500K to 8M Sq.Ft.).</p> <p>2), 4) and 5) Plus discounts on residential options within the Tavistock development by providing a master lease in new homes, a 25% discount in real estate commissions, and a 10% discount from homebuilders in new home construction.</p> <p>6) Plus reduced mobility fees.</p>	<p>Selecting a site within the proposed Tavistock Central Florida Holdings.</p> <p>Details of agreements can be determined at a later date to satisfy both sides.</p>	Tavistock Development Company	No	N/A	1) Funding requires an amendment to the Capital Improvement Plan and approval by the District Board, which meets monthly. Tavistock retains the majority position on the District Board.	No	No	Ongoing

Site	Program Name	Program Type (Tax Credit, Refund, Etc.)	Program Description	Estimated Award Amount	Eligibility Requirements	Funding Source	Is the award refundable or transferable?	Do any carry-forwards apply?	Approval Timeline	Requires legislation?	Are there potential clawbacks?	Benefit Timeline
Tavistock Site 2: Sunbridge	FREE OR DISCOUNTED LAND AND OTHER SITE BENEFITS	Real Estate Incentive	<p>1) Tavistock will donate up to 100 acres of land as necessary to construct Amazon's HQ2 with a 500,000 square foot facility.</p> <p>2) Synthetic tax increment structure, wherein the net fiscal benefit from development within Sunbridge can be directed to support both significant public infrastructure projects (i.e. mass transit, roads, utilities, parks, schools, etc.) as well as certain activities particular to Amazon HQ2 project, such as your idea to fund housing and relocation assistance packages for certain new, high-paying jobs that must be relocated from elsewhere.</p> <p>3) Reduction in mobility fees based upon internal capture from mixed-use project and transit.</p> <p>4) Support with Osceola County School Board to create a new magnet high school with a targeted focus on programs most beneficial to Amazon HQ2 project.</p> <p>5) CDD: With Amazon HQ2 project's construction of 8 million square feet of corporate office, the Sunbridge Independent Services District can provide approximately \$100 million in HQ2 related public infrastructure, including roads, utilities, parks, transit and parking.</p> <p>6) Capital: In order to facilitate Amazon HQ2 project's capital efficiency, limit development risk, and allow Amazon to focus on its business, Tavistock is willing to fund and construct Amazon HQ2 project's HQ2 of 500,000 to 8 million square feet, pursuant to a master lease structure and development agreement.</p> <p>7) Housing: Tavistock is willing to construct a minimum of 1,000 single-family homes and 1,000 apartment units for Amazonians pursuant to a master lease with Amazon HQ2 project. This will allow Amazon HQ2 project flexibility to control the cost of living for their employees over time. Tavistock will agree to release individual homes from the master lease upon purchase by Amazonians.</p> <p>8) Brokerage: Tavistock will assist Amazonians with residential relocation services through its affiliated residential real estate brokerage and will rebate all Amazonians 25% of the routine real estate commissions for any residential purchase within Tavistock's land holdings.</p> <p>9) Homebuilding: Homebuilders will provide a 10% discount to Amazonians on options selected for any home built on Tavistock's land holdings.</p>	<p>1) Up to 100 acres of land at no cost.</p> <p>3) Plus reduced mobility fees.</p> <p>5) Plus an estimated \$100,000,000 in infrastructure and development fees.</p> <p>6) Plus a negotiated master lease structure and development agreement for all the office space needed (from 500K to 8M Sq.Ft.).</p> <p>7, 8) and 9) Plus discounts on residential options within the Tavistock development by providing a master lease in new homes, a 25% discount in real estate commissions, and a 10% discount from homebuilders in new home construction.</p>	Selecting a site within the proposed Tavistock holdings property. Details of agreements can be determined at a later date to satisfy both sides.	Tavistock Development Company	No	N/A		No		
Tavistock	PROPERTY TAX ABATEMENT	Tax Exemption	<p>Since the Tavistock Group is presenting two possible options within the land under their control, in two different jurisdictions, there are two possibilities for tax abatements. These are not cumulative benefits, but one or the other depending on the site chosen.</p> <p>Site 1 - Lake Nona: Orange County is prepared to offer a 100% tax abatement of the county general revenue millage (currently 4.4347) over 10 years on real and tangible personal property related to the project. This incentive would be available for each building phase.</p> <p>Site 2 – Sunbridge: Osceola County is prepared to offer a 100% tax abatement of the county general revenue millage (currently 7.1997) over 10 years on real and tangible personal property related to the project. This incentive would be available for each building phase. Abatement is applicable to new construction, renovations and FF&E. Taxes on land and existing buildings cannot be abated. The estimated value below is calculated using the median of the capital investment range for each of the first three phases (\$450,000,000 \$930,000,000 \$1,622,500,000).</p>	<p>Site 1 - Orange County: \$133,151,868 over 10 years for each building phase OR</p> <p>Site 2 - Osceola County: \$201,167,500 over 10 years</p>	<p>Site 1 - Orange County:</p> <p>For the 100% abatement for 10 years, the company must create at least 1,000 new jobs at 200% of the average wage and a capital investment of over \$50,000,000.</p> <p>The company must complete the application prior to breaking ground on construction. Abatement must be approved prior to new property being added to the tax rolls. Orange County Property Appraiser will conduct analysis and submit report as part of the application process. There will also be a public hearing prior to the Board of County Commissioners approval of a tax abatement agreement.</p> <p>Annual reporting will be required</p> <p>Site 2 - Osceola County:</p> <p>The Exemption will apply to Improvements that are made or tangible property that is acquired after the effective date of an "Implementing Ordinance" Application must be approved prior to the program expiring in 2020. Osceola County Property Appraiser will conduct analysis and submit report as part of the application process.</p> <p>The Board of County Commissioners will adopt an Implementing Ordinance granting the exemption. The company will be required to commence the creation of full-time jobs within the period of the Exemption and to maintain any newly filled jobs for its facility in the County at a minimum through the expiration of the Exemption granted by the Board Annual reporting will be required.</p> <p>Each business granted an exemption shall maintain the business throughout the entire period of the Exemption.</p>	Orange County Government, Osceola County Government	No	No	30-90 days	No	No	On both sites 10 years for each building phase

Site	Program Name	Program Type (Tax Credit, Refund, Etc.)	Program Description	Estimated Award Amount	Eligibility Requirements	Funding Source	Is the award refundable or transferable?	Do any carry-forwards apply?	Approval Timeline	Requires legislation?	Are there potential clawbacks?	Benefit Timeline
Tavistock Site 1: Lake Nona	PROPERTY TAX REBATE	Ad Valorem Property Tax Rebate	Site 1 - Lake Nona: The City of Orlando is prepared to offer a rebate of 100% of the ad valorem tax received by the City of Orlando from the project annually. Ad Valorem taxes and tax increment paid to the City on land, new construction, renovations and FF&E may be rebated. The estimated value is calculated using the median of the capital investment range for each of the first three phases (\$450,000,000 \$930,000,000 \$1,622,500,000) within the CRA.	\$199,666,250 for the three phases of the project.	Requires approval by the Orlando City Council. The City of Orlando feels a high degree of certainty on obtaining a favorable vote and approval. Annual reporting will be required to provide evidence of ad valorem property taxes paid and to confirm job creation.	City of Orlando Government	Refund Non-transferable.	No	30 days	No	No	10 years for each building
Tavistock	EXPEDITED PERMITTING	Infrastructure and development support	The Tavistock Group is presenting two possible options within the land under their control, in two different jurisdictions. Both jurisdictions will offer expedited permitting. Site 1 - The City of Orlando will assign an ombudsman within the Economic Development Department to coordinate all project activity, including permit/planning, applications related to the project and will expedite the processing of all permits for Amazon HQ2 project to meet the required deadlines. Orange County will expedite permitting, assign a point person to coordinate permits, the planning process and meetings prior to submitting permits. Site 2 - Osceola County will expedite permitting to include hiring of a dedicated permitting and inspection team for all phases of the project. Anticipated permit approval time in as little as 5 days.	TBD	This support will be available for Project Golden assuming the selection of sites within the City of Orlando, Orange County or Osceola County.	City of Orlando, Orange County, Osceola County	No	N/A	Immediate upon site selection	No	N/A	The duration of the project
Tavistock	EXPEDITED PERMITTING	Infrastructure and development support	The Tavistock Group is presenting two possible options within the land under their control, in two different jurisdictions. Both jurisdictions will offer expedited permitting. Site 1 - The City of Orlando will assign an ombudsman within the Economic Development Department to coordinate all project activity, including permit/planning, applications related to the project and will expedite the processing of all permits for Amazon HQ2 project to meet the required deadlines. Orange County will expedite permitting, assign a point person to coordinate permits, the planning process and meetings prior to submitting permits. Site 2 - Osceola County will expedite permitting to include hiring of a dedicated permitting and inspection team for all phases of the project. Anticipated permit approval time in as little as 5 days.	TBD	This support will be available for Project Golden assuming the selection of sites within the City of Orlando, Orange County or Osceola County.	City of Orlando, Orange County, Osceola County	No	N/A	N/A	N/A	N/A	N/A
Tavistock	TRANSPORTATION IMPACT FEES REDUCTION	Infrastructure and development support	Site 1 - Orange County is willing to consider a way to offset the transportation impact fees applicable to each building phase.	TBD	May need approval by the Orange County Board of County Commissioners	Orange County Government, Osceola County Government	No	N/A	30-90 days	No	No	The duration of the project
Tavistock	ELECTRICITY RATE AND INFRASTRUCTURE	Utilities	Both sites 1 and 2 - 1) OUC will waive all potential infrastructure fees for electric and water service on the initial phase (typically charged to the customer). An approximate cost of \$500,000. 2) Amazon HQ2 project would qualify for the OUC Commercial Industrial Rate Rider, which provides declining discounts on standard base energy and demand charges over four years. The program includes a 20% base rate reduction in the first year, 15% in year 2, 10% in year 3 and 5% in year 4. 3) OUC would commit to provide Amazon HQ2 project a 100% renewable offset for five years using local solar arrays based on the prevailing fuel rate and cost of panels at the time of installation. 4) OUC would propose to include an iconic custom-designed solar array in the shape of the Amazon logo or the letter A at the selected Orlando location. 5) OUC has an existing chilled water district within Lake Nona and in downtown Orlando. OUC can provide central chilled water services to meet Amazon HQ2 project's total project needs. Pricing will be at a preferred rate (or discounted) based on size of load, specific location of buildings, and timing of service. 6) OUC is able to install and maintain vehicle charging stations for Amazon HQ2 project's workforce, customers and fleet charging, as proved in the more than 160 units including five 40-kW super-fast chargers throughout the OUC service territory. 7) OUC offers design and installation of unique lighting fixtures with full maintenance for one monthly fee.	1) \$500,000 Utilities Impact Fees on Phase I Waived 2) TBD Electric rate discount 3) TBD savings using chilled water cooling 4) TBD on LED lighting installation cost	The company would be eligible for all these benefits upon choosing a location within the OUC territory, assuming the location and design will allow for the placement of the described structures.	Orlando Utilities Commission (OUC)	No	No	Automatic	No	No	Solar offset: 5 years

Site	Program Name	Program Type (Tax Credit, Refund, Etc.)	Program Description	Estimated Award Amount	Eligibility Requirements	Funding Source	Is the award refundable or transferable?	Do any carry-forwards apply?	Approval Timeline	Requires legislation?	Are there potential clawbacks?	Benefit Timeline
Tavistock Site 2: Sunbridge	WATER IMPACT FEES REDUCTION OR DEFERMENT	Utilities	The Tavistock Group is presenting two possible options within the land under their control. Each possible site is served by different water and sewer providers. Site 2 is served by Toho Water Authority. Toho Water is prepared to offer a deferred payment plan of water and wastewater impact fees by paying over a ten-year period.	TBD	Currently part of TWA's policy for paying site development cost.	Toho Water Authority	No	N/A	N/A	No	No	Osceola County: 10 years
Tavistock	SEWER IMPACT FEE CREDIT	Infrastructure and development support	The Tavistock Group is presenting two possible options within the land under their control. Each of these sites is served by different utilities. The City of Orlando will provide impact fee credits for any additional sewer capacity created at any site within the City of Orlando.	TBD	This support will be available for Project Golden assuming the selection of sites within the City of Orlando. Requires approval by the Orlando City Council. The City of Orlando feels a high degree of certainty on obtaining a favorable vote and approval.	City of Orlando	No	N/A	30 days	No	N/A	10 years
Tavistock Site 2: Sunbridge	RELOCATION SUPPORT	Grant	Site 2 - Osceola County will create a \$2,000,000 fund from which Osceola County officials may draw to assist with relocation expenses of Amazon's full-time employees who relocate to Osceola County in relation to the HQ2 project and meet or exceed 200% of the county's average wage. This will be created specifically for the Amazon HQ2 project to allow maximum flexibility on the way in which the funds may be utilized.	Up to \$2,000,000	Employees' wage must meet or exceed 200% of the County's average wage. Employees must establish primary residence within Osceola County. Additional details can be discussed or negotiated after a site selection is made.	Osceola County	No	N/A	30 days	No	Program details have not been stipulated	The duration of the project

NeoCity

NEOCITY

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INTRODUCTION

An ethos of collaboration transforms the way we ideate, create and innovate.

Originally dubbed the “Osceola Tech Farm,” NeoCity is inspired by the innovations and technologies emerging from within and it signals the next horizon of the **New Osceola**.

Once a field for livestock and farming, NeoCity is now a place where new ideas are springing up from the minds of the scientists, researchers and experts cultivating tomorrow’s emerging technologies. The 500-acre research park, located near downtown Kissimmee in Osceola County, is in a highly connected, infrastructure-rich environment surrounded by an ecofriendly atmosphere of parks, trails and water features.

The vision for NeoCity is inspired by an ethos of collaboration and designed to transform the way we ideate, create and innovate. It’s where burgeoning concepts will grow into mature technologies, from smart sensors and photonics to software applications and process improvements in science and optimized operations. NeoCity is being developed as an innovation epicenter sourced by a high-quality workforce set within a mixed-use research and technology destination of regional, national and global impact.

NeoCity is also the home of BRIDG – the world’s first industry-led non-profit consortium for advanced manufacturing technologies that serves the research, development and commercialization for smart sensors, imagers, advanced devices and 2.5D/3D chip integration.

NeoCity is made for Amazon HQ2.O

Amazon's HQ2.O is a transformational project, exactly the type of project NeoCity was envisioned to accommodate within its ecosystem of exploration and growth. As Amazon grows, NeoCity is dedicated to growing alongside Amazon with the full support of government and community partners. With NeoCity in its early phases of development, the technology district can easily transform into Amazon's new High-Tech Campus of the future. With more than the requested 100 buildable acres accessible to Amazon, in addition to a state-of-the-art microelectronics facility (BRIDG), the potential of collaborative innovation is abundant. Being located within 20 minutes of the Orlando International Airport and less than a mile from the Florida Turnpike, with the Space Coast less than an hour away, NeoCity provides vital transportation infrastructure connectivity to the site from across the state and entire globe and even outer space.

There are three major areas where Amazon and NeoCity overlap in their core values:

Partnerships

A dominant focus for NeoCity is to foster an environment of collaboration between private companies, non-profit consortia, public entities and academic institutions. Collaboration is more than a credo. It is NeoCity's infrastructure.

Quality of Life

Amazon's dedication to its people will be exemplified by the environment that NeoCity is focused on creating through its integrated walkable urban framework that actively engages with the natural context, the community and the explosive potential of future technology.

Sustainability

Amazon is committed to sustainability efforts and so is NeoCity. Sustainability and resiliency are common threads throughout the project's major design principles and vision. NeoCity advances beyond traditional research parks by creating a progressive place that connects people with the community and surrounding natural landscape through a walkable, future-proofed urban framework.





Green field. Blue sky. Fluorescent future.

The area's thriving and diverse community of 325,000 is expected to more than double to over 600,000 in population by 2040, making it the 18th fastest growing county in the nation, according to the U.S. Census. Osceola County is located just 20 minutes south of downtown Orlando. It has a unique character of its own with communities like Kissimmee and St. Cloud as well as a variety of unincorporated areas, including Celebration, Poinciana and Harmony. In addition, it is located at the center of one of the nation's greatest under-tapped technical and business talent pools. The combination of these factors makes Osceola County a great place for both Amazon and its people to call home.

The Osceola County government has proven itself to be a visionary leadership team and is prepared to accommodate the expanding population, using smart-growth strategies for its 100,000 acres of developable land inside the county's urban growth boundary. Osceola County is Florida's most invested-in county from a private capital funds perspective, as noted by the finance technology company, SmartAsset. These investments show Osceola County's continued dedication to fostering culture and quality of life even as the area continues to grow.

The county is extremely open and flexible when it comes to the future build-out of NeoCity and is willing to provide more than 100 acres of pad-ready, fully entitled and buildable land within the project for Amazon to establish its own unique, smart-city integrated, high-tech campus. In addition, Amazon will have the ability to greatly influence the character of the remaining greenfield to meet its future space needs.





SITE

**This is your blank canvas.
What will we create
together tomorrow?**



482.5

Total acres

15

Acres of open space

10

Acre urban farm

166

Acres of water

2.9

Miles of trails

11,000,000

Total square feet are
entitled and master planned

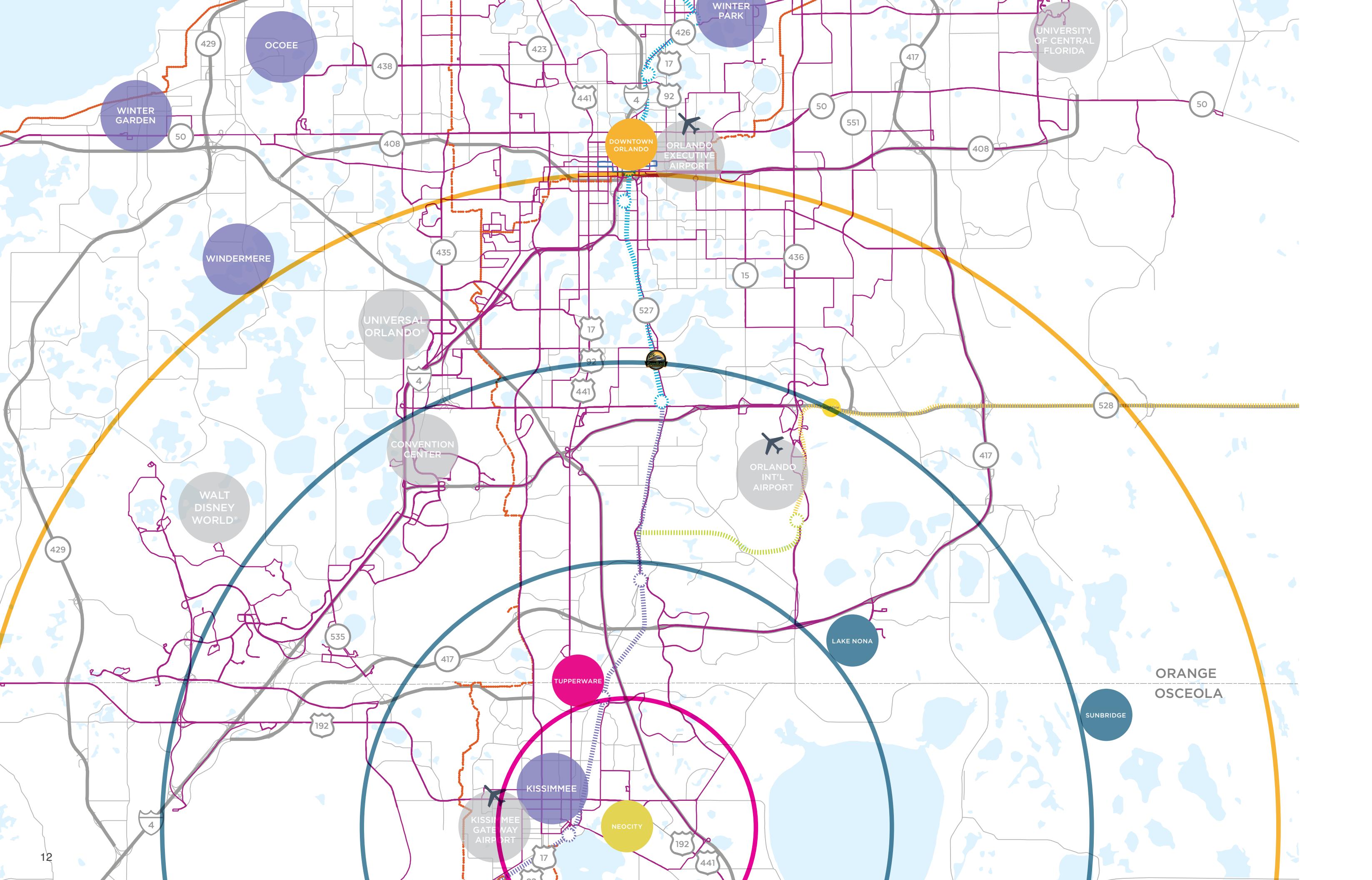
SITE

HQ2.O Site Strategy

The county has recently concluded a comprehensive visioning and master planning exercise for the NeoCity site. The priority is to shift away from traditional research park development patterns and create a mold-breaking 21st Century model for development that will come to fruition over the next 50 years. Osceola County has set design guidelines to ensure smart growth in and around the property with a focus on accommodating a wide variety of building types and uses within a flexible urban grid connected by a framework of public spaces, views and trails. The sense of place and quality of life crafted within NeoCity will differentiate the next generation of research, innovation and corporate campuses.

NeoCity is in its infancy as a development and is not a prefixed setting. This is a great opportunity for Amazon to be able to influence the future of its surroundings and for HQ2 to be a part of the project's long-term vision and growth.

NeoCity has room for all of Amazon's building phases. The east side of NeoCity has launched and is in full operations mode with all utilities and connectivity provided, which would easily accommodate Amazon's phase one building and meet the 2019 project timeline. The infrastructure has been specifically designed to align with the projected full buildup of the Master Plan, including special accommodations for the needs of high-demand research buildings. This sort of detailed thinking about the future has been done for all phases of the Master Plan.



M

M

M

25
Miles to D

Loc



Within the NeoCity site itself, close attention has been paid to make walking and bicycling the most convenient way to get around and the pedestrian was the most important factor in shaping the design of the block lengths, street frontages, streetscape, etc. A network of plazas and open spaces, linear parks, recreational trails, sidewalks, boardwalks and bike lanes will provide the pedestrian and cyclist with a multitude of comfortable choices to move about the site without their vehicles. This trail system within NeoCity will serve as an important connector between the existing trail along Neptune Road and the proposed trails along Hwy 192.

WATER AS AMENITY
At the headwaters of the Everglades, NeoCity is in a strategically important location to be able to combine regional water collection with sustainable environmental strategies. This opportunity is realized in the creation of a large body of water on the site which can provide space for recreation, create learning opportunities and support native wildlife and wetland animals.

A SPECTRUM OF USES
Uses ranging from publicly active to private and secure. These uses could include high-tech research facilities with multi-million dollar tools to busy cafés overlooking the water. A core area of the site is identified for highly public and active spaces with a gradual gradient transitioning to more secure and sensitive uses.

NODES OF CONNECTIVITY
Collaboration, integration and the formation of accidental interaction are becoming well-recognized as key components in creating a vibrant culture within innovation and technology focused developments. NeoCity's design involves careful positioning of uses, choreography of streets and open spaces to nurture community connectivity.

Development Principles



The Center for Neovation

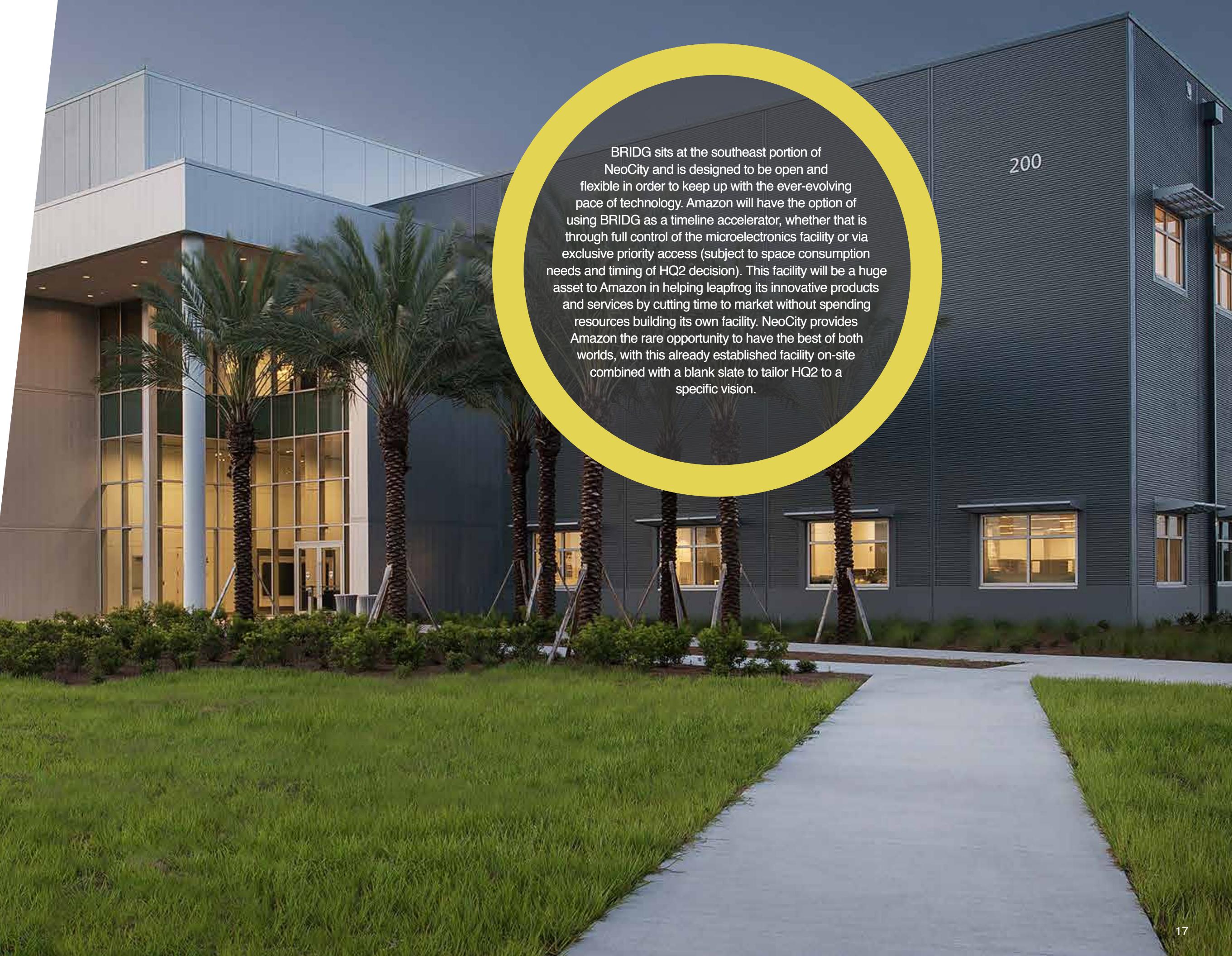
The first piece of the NeoCity vision is a new state-of-the-art R&D microelectronics facility that houses BRIDG, an industry-led, non-profit collaborative partnership focused on the manufacturing processes, materials and equipment for next-generation sensors and future innovative products. The building opened in March of 2017. Designed as a flexible and adaptable fabrication facility, BRIDG is based in a 109,000 square-foot building that is 54' tall and has two cleanrooms; one operating at Class 100 and the other at Class 10,000. It offers the infrastructure (talent, equipment, background/foreground IP, etc.) needed to test ideas and concepts and serves as a bridge to product commercialization—thus “Bridging the Innovation Development Gap” that makes transformation possible.

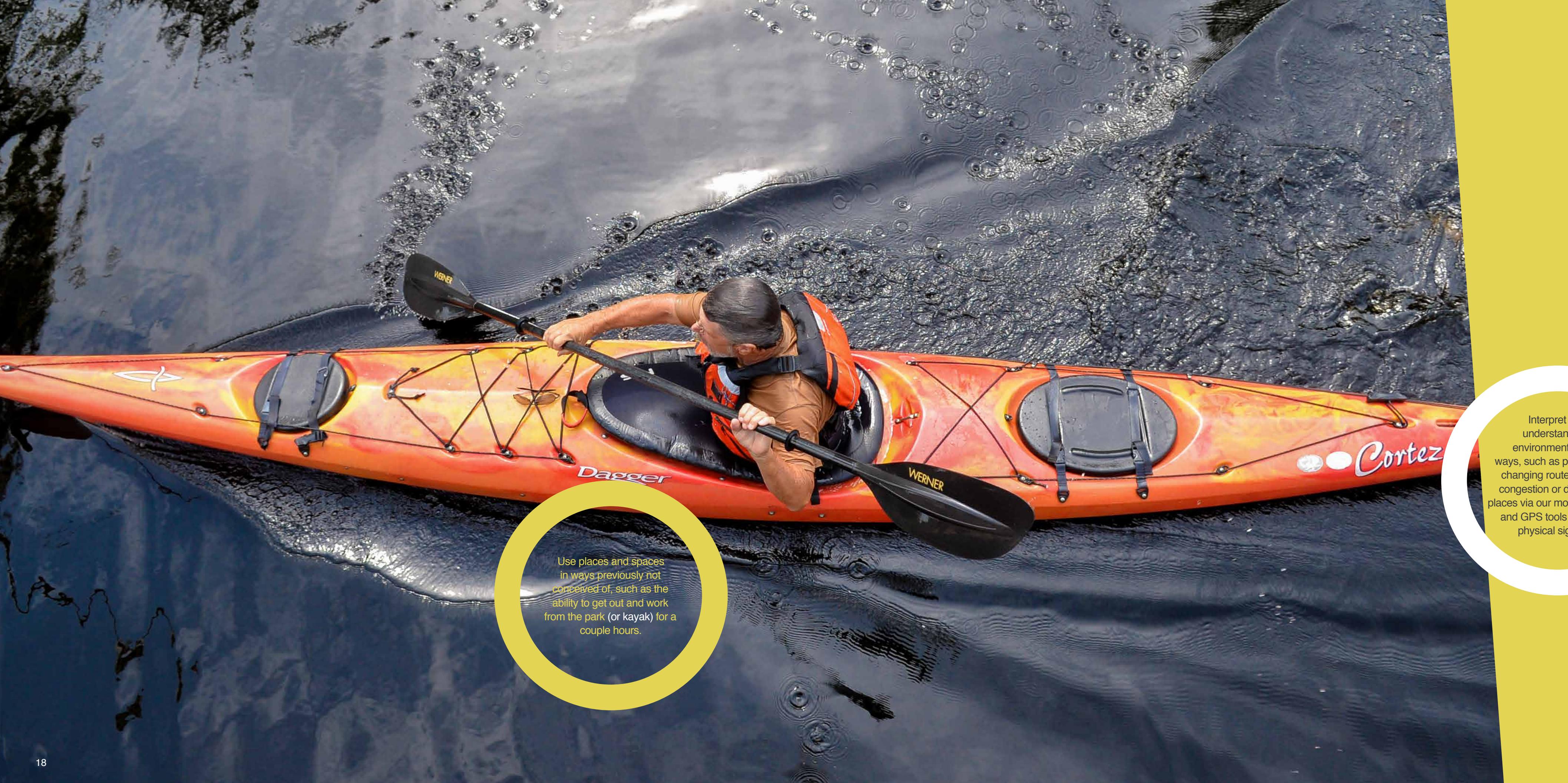
Tech office

Currently under construction, a 100,000-square-foot office building adjacent to The Center for Neovation will house some of the administrative functions for imec and BRIDG as well as support services for start-up companies.

STEM Magnet High School

The third building on the site will be a STEM-focused magnet high school that the Osceola County School District has recently committed \$15 million to build and is currently going through final approval. The school site will be on five acres just across the street from the BRIDG facility and is intended to allow students to work directly with the professionals at BRIDG.





TECHNOLOGY

Tech Testing Grounds

A technology testing ground. The NeoCity Master Plan thinks ahead to the incorporation of sensor and connected mobile communication and intends to provide a real world testing ground for these technologies. The integration of smart sensors, mobile devices and real-time data is shaping the way that we interact with and adapt to the world around us. This is not business as usual. Integration of technology into the physical landscape untethers us from the desk, allowing us to draw inspiration from the world around us.

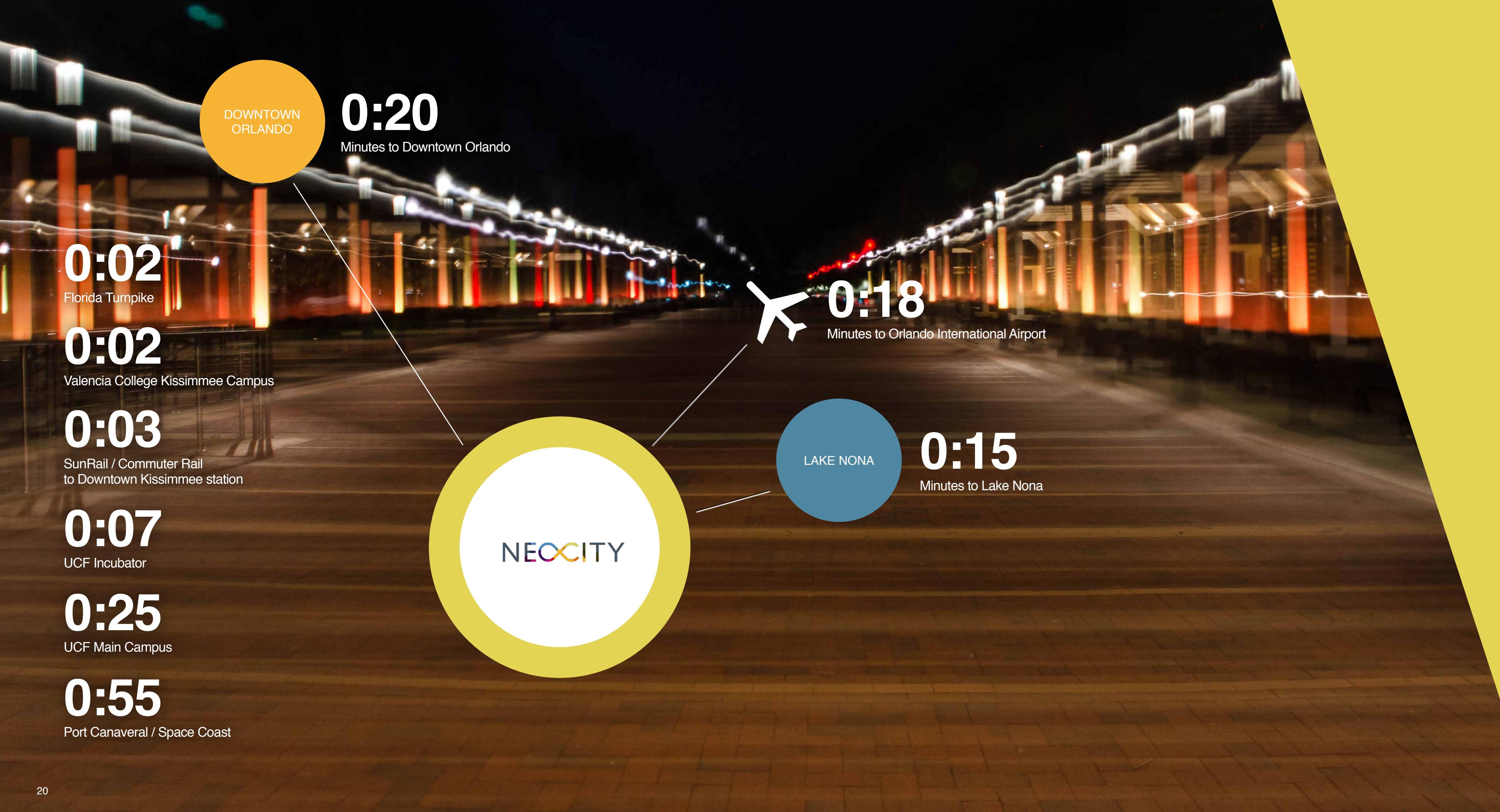
This concept could mix well with many of Amazon's new technologies. For example, there is potential to have an Amazon drone testing field or experimenting with the integration of the Amazon Echo into homes within the new residential developments coming online.

Interpret and understand our environment in new ways, such as preemptively changing routes to avoid congestion or discovering places via our mobile mapping and GPS tools instead of physical signage.

Use places and spaces in ways previously not conceived of, such as the ability to get out and work from the park (or kayak) for a couple hours.

Maximize enjoyment and minimize wasted time, such as precisely timing walks to the transit stop based off of buses enabled with GPS tracking that communicate its proximity to a person's own mobile device.

Place focus on creating a personal experience and sense of place rather than simply accommodating functional requirements.



TRANSPORTATION

Greenlighting the Future

The aspirations of NeoCity are supported by a physical location that provides convenient access to an international airport, strong connections to the regional highway network, national, state and regional rail, multi-modal connections to emerging urban centers and neighborhoods and local mobility services.

Coordinated Urban Planning

To the best of our knowledge, Osceola County is the only jurisdiction in the country that has master planned 50,000 acres into its Comprehensive Plan, including the 15,000 acres of SunBridge and another 35,000 acres directly south of NeoCity. These areas are designed as dense, walkable mixed use districts projected to absorb 350,000 people and 9 million square feet of office/industrial development over the next several decades. All forms of transportation including mass transit and pedestrian and bicycle trails are required to be accommodated.

Roadways and Highways

NeoCity is located between Hwy 192 and Neptune Road and less than a mile from the Florida Turnpike, which provides connections to the regional highway network and easy access to the region's most important destinations.

There has been \$1.5 million in funding dedicated to upgrades to Neptune Road, including road widening, inclusion of fiber-optic lines and infrastructure to accommodate a pilot program for autonomous buses (described in more detail in the next section). With FDOT as a funding partner, four miles of U.S. Highway 192 will be re-landscaped to provide an inviting gateway into NeoCity from Florida's Turnpike. All of the trees, shrubs, grasses and perennials are "Florida friendly" species in that they are low-maintenance and adapted to Florida's climate, which makes them environmentally sustainable and protects the area's water resources.

In order to meet the demands of projected population growth, increased cargo movement, continuing expansion of the tourism activity and anticipated job growth, Osceola County has contracted with the Central Florida Expressway Authority (CFX) to complete a 2040 Master Plan. This document identifies the need for a limited-access, high-speed facility providing roadway connections from Highway 417 through the Florida Turnpike leading to Poinciana all the way to I-4 and Hwy 429. CFX is nearing the completion of its financial feasibility evaluation, and if found financially feasible these segments of highway will be included in the five-year capital plan for construction. This proposed facility will enhance mobility for the area's growing population and economy by relieving congestion on local roads, providing for the incorporation of transit options and promoting regional connectivity.

Autonomous Rapid Transit

Osceola County is in the process of implementing Bus Rapid Transit (BRT) for a 17-mile circulation route along Highway 192, which serves the development at NeoCity. In conjunction with the Florida Department of Transportation (FDOT), the county's Transportation Department has upped the ante on bus transit and has developed a pilot project for regional Autonomous Rapid Transit (ART). Assets such as BRIDG, UCF, University of South Florida (USF) and Florida Polytechnic University, will make a huge difference in the implementation of this system. Imec, a company that chose NeoCity for its U.S. headquarters location last year, has also offered to help in the design of this system, as one of its U.S. platforms is LiDar development for autonomous vehicles. The ART pilot is scheduled to be in place by 2021 connecting Hwy 192 from SR 535 to World Drive and will be expanded east into NeoCity. \$7 million in funding has been provided for the ART pilot, split 50/50 between Osceola County and FDOT. MetroPlan Orlando, the regional transportation partnership, has also selected this project to receive offset operating dollars during the first five years of operation.

SunRail

SunRail Phase 2 will be operating in Kissimmee by the summer of 2018 and will provide direct access to downtown Orlando, the airport and other destinations via a means likely to be more convenient even than personal vehicles. The Kissimmee Station – the only SunRail, Lynx, Amtrak and Greyhound multi modal center on the line – is located within two miles of NeoCity. The City of Kissimmee has been working on a circulator and has plans to run a circulator from downtown to NeoCity. NeoCity can also provide private transit, such as shuttles, between the SunRail station and NeoCity. As part of the original NeoCity concept, the county and City are implementing a bike share program with stations at the Kissimmee SunRail Station and at NeoCity, which are connected via bicycle infrastructure along Neptune Road. There are only two SunRail stops throughout the system that are located within downtowns and the Kissimmee station is one. This provides the Kissimmee station with a unique urban character and a myriad of amenities right at the stop. Additional transportation considerations can be customized to meet Amazon's HQ2 workforce requirements at NeoCity.

Private Transit Networks

Due to NeoCity being a stand-alone and undeveloped campus, it is a blank slate for the implementation of private transit networks. These networks can support movement throughout the project and even provide links to specific destinations outside of the site, such as downtown Kissimmee and the SunRail station, or to specific locations with concentrations of Amazon employee housing. The only limit to the possibilities here are our imaginations.

Autonomous Vehicles

Just as the county and FDOT have shown their commitment to Autonomous Rapid Transit with their pilot ART project, so is NeoCity committed to providing infrastructure within the site to integrate the growing reality of personal autonomous vehicles. This may be in the form of garages that cater to the needs of autonomous vehicles or a site-wide car share program specifically for autonomous vehicles. The purpose of NeoCity is to act as a living laboratory for progressive technologies.

Trails

The county is currently conducting feasibility and preliminary engineering for a \$33 million trail system in the county, funded by tourism development tax dollars. NeoCity is at the center of this planned trail system. There is an existing multi-use trail that runs along Neptune Road adjacent to the site's southern boundary, which leads straight into the heart of downtown Kissimmee. There is also a multi-use trail planned to follow Hwy 192, along NeoCity's northern property line.





TALENT

Innovation Grows Here

STEM High School

Osceola County recently announced a new \$15 million, 45,000-square-foot NeoCity high school focused on science, technology, engineering and math (STEM). The school will have a very rigorous curriculum featuring programs in advanced manufacturing, biomedical and cybersecurity. Partnerships with the University of Central Florida and BRIDG will provide high school students with unprecedented learning opportunities and will serve as a model for STEM education across the nation. The NeoCity high school will open in August 2018 with approximately 100-125 incoming freshmen each year.

An innovation ecosystem is composed of dynamic partnerships and relationships between industry and business leaders, universities and research institutions, incubators and accelerators and their advocates, champions and supporters. Being intentional about integrating these players into the planning of NeoCity is critical for its success.

NeoCity is surrounded by an abundant talent pipeline. Regional educational facilities are often recognized in top rankings. Most recently, the University of Central Florida (UCF) – with enrollment at more than 65,000 students – was ranked alongside Harvard, MIT, Stanford and Duke as one of the most innovative universities in the country, according to U.S. News & World Report's Best Colleges 2018 Guide.

Valencia College Center for Accelerated Training (CAT)

Valencia College, a multi-campus college named the best community college in the nation as the inaugural winner of the Aspen Prize for Community College Excellence, has a total enrollment of more than 74,000 and a campus location just across Highway 192 from NeoCity. From this location, Valencia provides education and workforce training and is expanding its facilities with the addition of a new \$3 million, 14,700-square-foot Center for Accelerated Training (CAT), which will include administrative area, classrooms, a computer lab and a workforce training lab. This campus also acts as a UCF regional campus location. Valencia College has also opened an advanced manufacturing center down the street from NeoCity.

Valencia College Advanced Manufacturing Training Center

Located in Kissimmee, Florida, Valencia College's 17,000-square-foot Advanced Manufacturing Training Center is a facility owned by Osceola County and leased by Valencia College in partnership with the County. The center is designed to provide students with a real-world, hands-on manufacturing experience. It features classrooms with the latest in software simulation, as well as practical training labs with industry-standard equipment to immerse students in their chosen specialization. With curriculum developed in collaboration with Central Florida manufacturers, the Advanced Manufacturing Training Center delivers state-of-the-art training for in-demand manufacturing careers.

Valencia's "M-Path" initiative lays out a path for students to obtain nationally recognized industry certifications, college credit certificates and a Manufacturing Engineering Technology degree in key areas of need in the state's manufacturing sector.

NeoCity has the potential both to attract big players and to support the entire ecosystem down to start-up entrepreneurs. NeoCity is specifically designed to accommodate and foster interaction between large established companies and fast, mobile companies that want to be a part of a disruptive idea cluster and require access to a network of contacts and resources to support growth.

The BRIDG facility is a huge catalyst on this front and is in talks with more than 100 companies regarding potential partnerships that will help to accelerate technology commercialization by bridging the gap between ideas and industry in smart sensors innovation. In addition, creative programs provide direct interaction between students attending the county's planned STEM High School and BRIDG professional staff. NeoCity-based companies will be strongly encouraged to support this school through hands-on, experience-based activities.

This ability to create connections for everyone from high school students to universities to disruptive start-ups to industry leaders is the true lifeblood of NeoCity and is how NeoCity is poised to transform the employment ecosystem of Osceola County and beyond. This is NeoCity's competitive advantage and will be Amazon's as well.

SUSTAINABILITY

Thrivability

NeoCity is a new major urban district, it is not a short-term project. In as much, it requires all of the considerations that come into play with managing a dense urban area intended to last for generations. Within its life cycle, the development is anticipated to be able to accommodate shifts in industries and uses, social changes, environmental threats and the like.

On a county-wide scale, for the past year Osceola County has been developing Smart County policies, of which technology in transportation is a big part. Imec, which is based in Belgium, arranged for a county delegation to visit Antwerp, Belgium to evaluate what they are doing from the Smart City perspective and has been assisting the county with creating its new standards. In September, the county adopted a Sustainability Plan, connecting fiscal and environmental requirements to its budgets and codes, and is currently working on a Climate Element to be adopted into the county's Comprehensive Plan.

Sustainability features

Resiliency is a major thread throughout NeoCity's design principles and vision. The following considerations for resource efficiency were identified, discussed and accounted for within the NeoCity Master Plan:

- Native and/or xeric landscape
- Low intensity landscape maintenance – requiring fewer inputs
- Condensate capture and reuse from research buildings
- On-site power generation (solar and wind)
- Solar orientation, building layout and materials to minimize solar gain
- Prevailing wind considerations





LIFESTYLE

Tech, meet Toho

Some places are defined by iconic buildings. And while buildings are great, it's what exists outside of them that foretells the quality of life awaiting its inhabitants.

Lake Tohopekaliga (locals call it Toho) is our picturesque icon. It is the liquid tie that binds life, work and everything in between. Its very name, stemming from the native Seminole tribe, hints at the promise of NeoCity and our bold future: "we will gather together here."

Amazon employees working at NeoCity will have the opportunity to choose their lifestyle: bustling metropolis, small-town main street, family-friendly suburb, or even rural acreage. No matter which of these locations employees choose to call home, all of them will have a quick commute to work and easy access to regional amenities via car, train, or bus. Most of all, they will join and gather here to solve new challenges, challenge the norm and dream big.



Currently, there are around 143,500 housing units in Osceola County, with many more on the way. Conceptual Master Plan Areas within close proximity to NeoCity include East and South Lake Toho with a combined 16,665 acres and 73,600 future dwelling units. One of the communities currently under construction is Tohoqua, which is about one mile south of NeoCity and is being designed under the tenants of Healthy Urbanism with a focus on creating a community that promotes healthier lifestyle choices. Tohoqua will offer a variety of housing type choices and price ranges, along with schools, wellness and medical facilities, a village market, places to eat and shop and almost 400 acres of parks.

Diverse amenities surround the NeoCity site, from bucolic landscapes, to entertainment districts, to sports and event spaces. NeoCity is directly adjacent to Lake Tohopekaliga, the largest lake in Osceola County, which provides the site with a huge opportunity to take advantage of its network of trails and waterfront parks. Most notably, Lakefront Park is near downtown Kissimmee and is about a ten minute bicycle ride from NeoCity. Lakefront Park provides many community amenities from the typical park spaces such as lawns, gardens and picnic areas to larger facilities like a marina, farmer's market and community center.

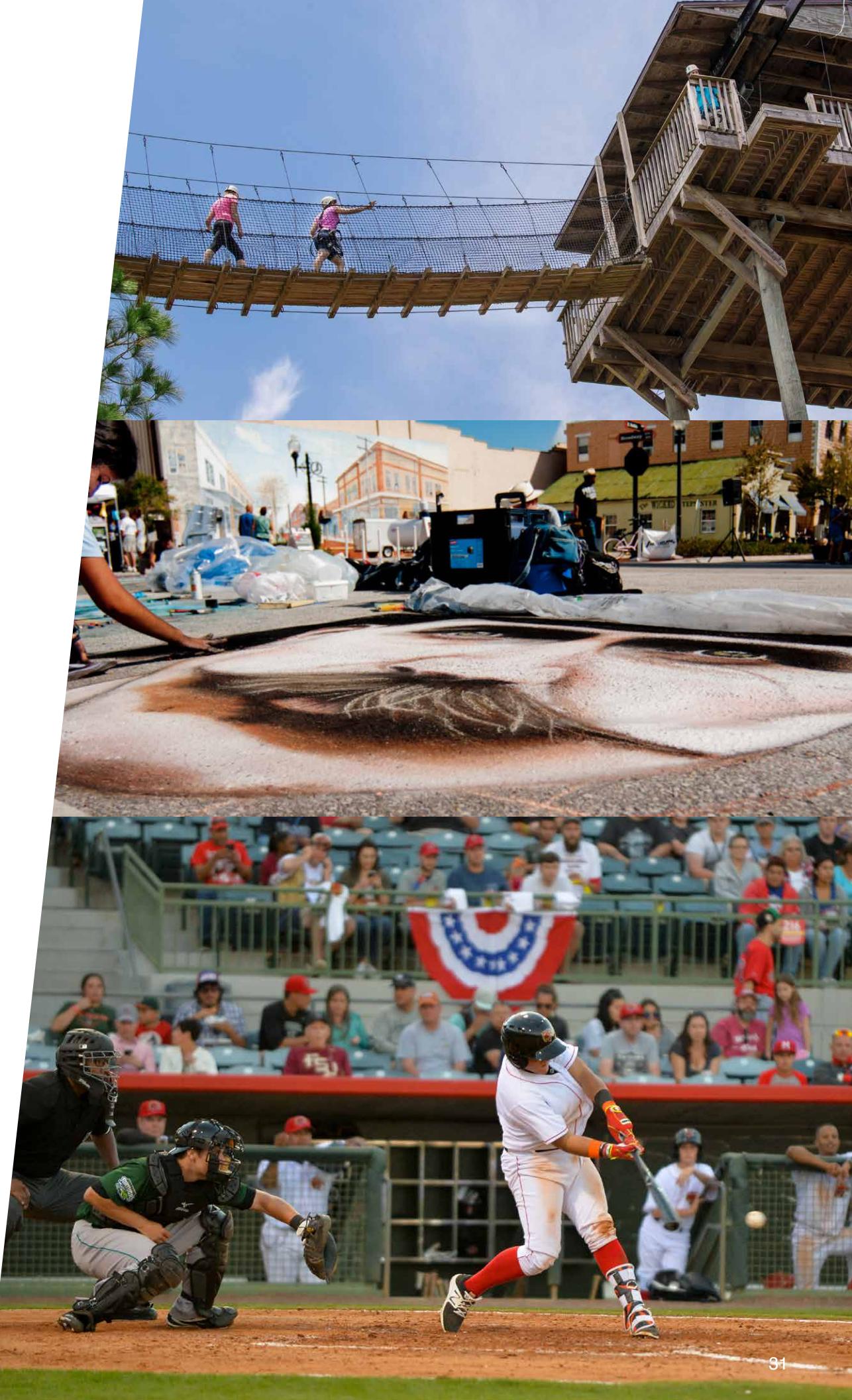
Across Hwy 192 from the NeoCity site is the Osceola Heritage Park, an 80 acre sports and events facility that provides large event venues in both indoor and outdoor facilities. The 5,300-seat baseball stadium at the Heritage Park is the home to the region's minor league team, the Fire Frogs. Other events held here include sporting events, festivals, rodeos, concerts, corporate trainings, conventions and the county fair.

Within the area are many other parks, conservation areas and outdoor recreational opportunities that help to promote a healthy, active lifestyle. Not to mention that within the NeoCity site itself, there will be almost three miles of hike and bike trails around the new lake which are designed specifically to host sporting events. For example, there is a plan to host an annual 5k run around the lake.

Downtown Kissimmee is a ten minute bicycle ride from NeoCity and is a draw for both residents and tourists. This historic downtown area provides a little something for everyone with its mix of family-owned businesses, shops, restaurants and special events. Monthly community events are held in the Toho Plaza.

Osceola Arts is a non-profit organization serving as the local arts agency for Osceola County, which produces more than 150 performing and visual arts events each year and promotes the arts as a vital part of the county's growing and diverse community. The area's performing arts center, which hosts high caliber concerts and theatre productions, is located just about one mile east of NeoCity. Osceola Arts also partners with local businesses and government agencies to present Art in Public Places. This program currently has artwork on display at libraries, government buildings and hospitals.

For additional cultural and entertainment options, it is just a short drive or train ride into the heart of Downtown Orlando with its museums, restaurants, performances and other offerings.



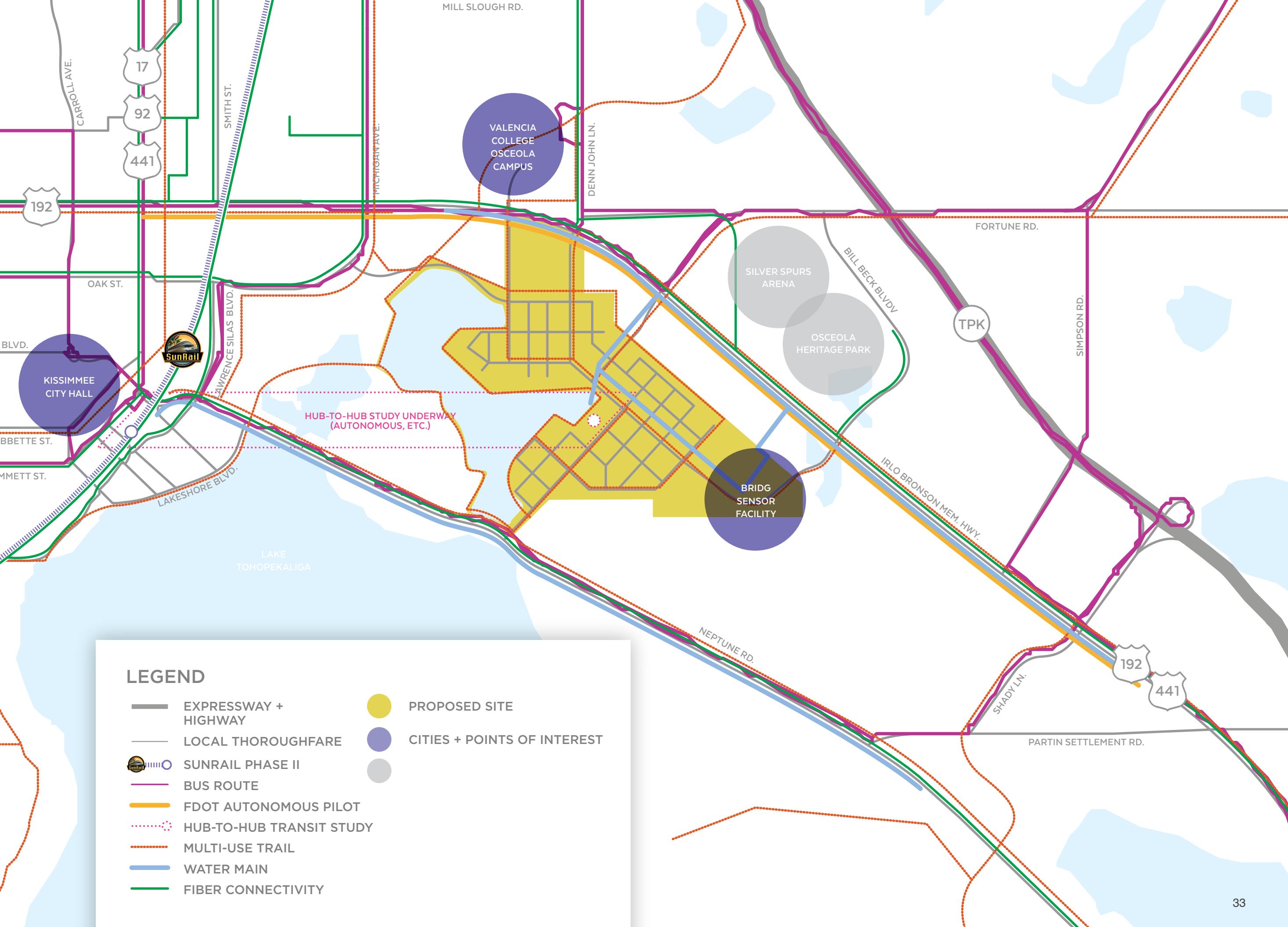
CONNECTIVITY

Fiber Optic Future

Osceola County is currently exploring the next generation, high bandwidth, low latency 10Gbps+ fiber optic network at NeoCity. This critical infrastructure will bolster the overall technology package of the site.

A high bandwidth low latency 10Gbps+ fiber optic network delivers virtually unlimited network speeds that begin at 1,000x the speeds available on traditional networks today, with low latency that allows data to be transmitted in real time. These networks leverage advanced technologies to build the foundation for smart communities. Communities most likely to become the first smart communities are those with widespread, open and flexible advanced high bandwidth low latency networks. In addition, BRIDG is in conversation with key market leaders in the next generations of wireless technologies, including 5GNR and V2X. As BRIDG assists companies that are developing these advanced capabilities, its home campus, NeoCity, will become a natural test ground, keeping NeoCity at the absolute forefront of communication technology.

These networks will attract companies to the region and enable a platform for commercialization of advanced devices and materials being developed in research institutes and industries across the state. Florida universities will benefit by the research options that such a network and its connected instruments will provide for advanced research in materials science, physics, optics, engineering, chemistry, biology, medicine and (bio) nanotechnology.



Economics

Site	Program Name	Program Type (Tax Credit, Refund, Etc.)	Program Description	Estimated Award Amount	Eligibility Requirements	Funding Source	Is the award refundable or transferable?	Do any carry-forwards apply?	Approval Timeline	Requires legislation?	Are there potential clawbacks?	Benefit Timeline
NeoCity	FREE OR DISCOUNTED LAND	Real Estate Incentive	Osceola County is willing to offer up to 100 acres of pad-ready land in the NeoCity development free of cost to Amazon. The site is wholly-owned by Osceola County.	\$40,000,000 for 100 acres (\$400,000 per acre)	Location of HQ2 to NeoCity Osceola County feels a high degree of certainty on obtaining a favorable vote and approval	Osceola County	No	N/A	Approval 30 days after plat is recorded.	No	Some clawbacks may apply.	The duration of the project
NeoCity	PROPERTY TAX ABATEMENT	Tax Incentive	Osceola County is prepared to offer a 100% tax abatement of the county general revenue millage (currently 7.1997) over 10 years on real and tangible personal property related to the project. This incentive would be available for each building phase. Abatement is applicable to new construction, renovations and FF&E. Taxes on land and existing buildings cannot be abated. The estimated value below is calculated using the median of the capital investment range for each of the first three phases (\$450,000,000 \$930,000,000 \$1,622,500,000)	\$201,167,500 over 10 years	The exemption will apply to improvements that are made or tangible property that is acquired after the effective date of an "Implementing Ordinance" adopted by the Board of County Commissioners. Application must be approved prior to the program expiring in 2020. The Osceola County Property Appraiser will conduct an analysis and submit a report as part of the application process. The company will be required to commence the creation of full-time jobs within the period of the exemption and to maintain any newly filled jobs for its facility in the County at a minimum through the expiration of the exemption granted by the Board. Annual reporting will be required. Each business granted an exemption shall maintain the business throughout the entire period of the exemption.	Osceola County Government	No	N/A	90 days	No	If it is determined that a Business was not in fact entitled to an Exemption in any year for which the Business received an exemption.	10 years for each building phase
NeoCity	ELECTRICITY FEES REDUCTION	Utilities	KUA can offer a discounted tier rate on all usage above 5 megawatts.	TBD	Based on the information provided, Kissimmee Utilities Authority believes Amazon HQ2 project will be eligible for this benefit.	Kissimmee Utilities Authority	No	N/A	N/A	No	N/A	Available for all phases of development
NeoCity	WATER IMPACT FEES REDUCTION OR DEFERMENT	Utilities	Toho Water is prepared to offer a deferred payment plan of water and wastewater impact fees by paying over a ten-year period.	TBD	Based on the information provided, Toho Water Authority believes Amazon HQ2 will be eligible for this benefit.	Toho Water Authority	No	N/A	N/A	No	No	Available for all phases of development
NeoCity	EXPEDITED PERMITTING	Infrastructure Development	Osceola County will expedite permitting to include hiring of a dedicated permitting and inspection team for all phases of the project. Anticipated permits approval times of as little as five days.	TBD	This support will be available for Amazon assuming the selection of sites within Osceola County.	Osceola County	No	N/A	Immediate upon site selection	No	No	The duration of the project
NeoCity	RELOCATION SUPPORT	Grant	Osceola County will create a \$2,000,000 fund from which Osceola County officials may draw to assist with relocation expenses of Project Golden's full-time employees who relocate to Osceola County and meet or exceed 200% of the county's average wage. This will be created specifically for Amazon, and details of the program have not been written to allow maximum flexibility on the way in which the funds may be utilized.	Up to \$2,000,000	Employees' wage must meet or exceed 200% of the County's average wage. Employees must establish primary residence within Osceola County. Additional details can be discussed or negotiated after a site selection is made.	Osceola County	No	N/A	30 days	No	Program details have not been stipulated.	The duration of the project
NeoCity	NEW MARKETS TAX CREDIT (NMTC)	Tax Credit	The proposed site in NeoCity is in a "qualified" area for the NMTC. NMTC investors receive a tax credit equal to 39 % of the total Qualified Equity Investment made in a Community Development Entity with the Credit realized over a seven-year period, amounting to 5 % annually for the first three years and 6 % in years four through seven. If an investor redeems the NMTC investment before the seven-year term has run its course, all Credits will be recaptured with interest.	TBD		Federal Government						

Project Preferences	
Metropolitan area with more than one million people	✓ The Orlando MSA is one of the fastest growing regions in the country, and is currently home to more than 2.3 million people. Osceola County currently has 325,300 residents.
Stable, friendly business environment	✓ Florida is ranked the 4th best tax climate in the nation, with no state income tax. Florida maintains a balanced budget and Osceola County is among the most business friendly counties in the state with a forward-thinking County Commission.
Urban, suburban location that can attract technical talent	✓ The vision for NeoCity is to be a new major urban district. NeoCity is in its infancy as a development, and is not a prefixed setting. This is a great opportunity for Amazon to be able to influence the future of its surroundings. In 2016, imec (Belgian research consortium) agreed to locate 100 scientists in NeoCity.
Community that thinks big, creatively	✓ Osceola County has proven itself to be a visionary leadership team. The vision for NeoCity is inspired by an ethos of collaboration and designed to transform the way we ideate, create and innovate. It's where burgeoning concepts will mature into revolutionary technologies.
Development-prepped site	✓ Yes
Site Requirements	
Proximity to population center within 30 miles	✓ 25 miles to Downtown Orlando; 3 miles to Kissimmee
Proximity to international airport within 45 minutes	✓ 18 minutes to Orlando International Airport (MCO)
Proximity to major highways, arterial roads	✓ NeoCity is adjacent to U.S. Route 192, an east-west route. NeoCity is less than 1 mile from the Florida Turnpike, which connects Central Florida to southeast Florida at I-95 and north Florida at I-75.
Access to mass transit	✓ There is a SunRail station within two miles from the site. The City of Kissimmee is planning a circulator between downtown Kissimmee and NeoCity. Osceola County is also implementing a bus rapid transit system along Highway 192.
Building Requirements	
Initial requirement of 500,000+ SF in Phase 1 (2019)	✓ NeoCity can easily accommodate Phase 1 in the required timeframe

HQ2.O Compatibility

Total requirement of 8+ million SF (beyond 2027)	✓ NeoCity can accommodate 8 million+ square feet
Site Details	
Ownership	✓ Osceola County
Acreage	✓ 482.5
Entitlements	✓ 11,000,000 sq.ft.
Zoning	✓ Employment Commercial
Site readiness/Time to operations	✓ Pad ready
Studies completed	✓ GeoTech completed, includes Phase 1 and soil boring reports
Utility structure in place	✓ Yes
Water	✓ Provider – Toho Water Authority Location – Mary Louise Lane and Orange Avenue Existing line – 12" and 16" Current capacity – 1,296,000 MDF Reclaimed water – 12" and 8" on-site Incentives – outlined within Economics section
Sewer	✓ Provider – Toho Water Authority Location – Orange Avenue Existing line – 8" and 15" gravity systems and 8" force main Current capacity – 1,400,000 MDF Incentives – outlined within Economics section
Electric	✓ Provider – Kissimmee Utility Authority Location – Orange Avenue Existing line – underground service Current capacity – 5MW with redundancy Incentives – outlined within Economics section
Fiber	✓ Providers and Locations – CenturyLink (Orange Avenue), Spectrum (Mary Louise Lane), Level 3 (South Orange Avenue), Zayo (East Osceola Parkway)
Internet	✓ Yes
Cell Coverage	✓ Yes
Pedestrian-friendly	✓ NeoCity is designed as a walkable campus with paved trails alongside Lake Toho
Proximity of overall buildings at full build-out	✓ Less than .5 miles
Additional Considerations, Preferences, Decision Drivers	
Capital and Operating costs	✓ Up to 100 acres of free pad-ready land
Incentives	✓ Incentives available at State, Regional and County levels
Labor force	✓ Osceola County is the 18th fastest growing county in the U.S., with a focus on building, attracting and retaining professional and high-tech talent. A labor pool of 50,000+ is within a 15-minute drive of NeoCity.
Logistics	✓ NeoCity is located adjacent to major highways, Orlando International Airport, Port Canaveral and supporting infrastructure.
Cultural community fit	✓ The Osceola County government has proven itself to be a visionary leadership team and accommodating development partner.
Community/Quality of life	✓ Diverse housing options and community amenities surround the NeoCity site.
Sustainability	✓ Sustainability and resiliency are common threads throughout the design and visioning for NeoCity.

Tupperware

TUPPERWARE

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INTRODUCTION

\$10 Billion Global Empire Fueled By Relationships (Sound Familiar?)

More than 40 years before Amazon revolutionized e-commerce, Tupperware Brands transformed the art of the sale by elevating relationship-based selling and introducing an all-new way to deliver products to consumers. Tupperware's famous home parties weren't just fun; they also helped create career opportunities for women. Now Tupperware Brands Corporation is a multi-billion-dollar global direct seller of innovative, premium products with an independent sales force located in 100 countries around the world.



State-of-the-Art Corporate Campus

Tupperware built this plastics empire in Osceola County where the company bought more than 1,000 acres for its new global headquarters in 1953. Tupperware opened its sprawling campus, but tabled the idea of further development, until recently. The land is now being developed with the goal of creating a mixed-use environment with amenities and services that provides a state-of-the-art corporate experience.





SITE

Ready for HQ2.0

The site offered to Amazon by Tupperware Brands Corporation is adjacent to its Edward Durell Stone-designed headquarters building and beautifully landscaped campus, set within the larger 1,300-acre Tupperware development known as Osceola Corporate Center (OCC). OCC has been under development since the early 2000s, commencing with a nearly two million square foot retail component, followed by nearly 2,000 multifamily residential units and now approaching the hotel and office development phase of the project. The OCC currently consists of:

- Orlando Health medical complex (now under construction)
- Osceola County School for the Arts (a top-ranking performing arts magnet high school)
- San Matteo Crossings Apartment Complex (a 352-unit market rate apartment complex starting construction in October 2017)
- A 128-unit Hilton hotel expected to begin construction before year-end 2017 across from the Tupperware HQ
- A second 120+/- unit hotel proposed for development immediately adjacent to the Orlando Health medical complex
- Forested wetlands

1,300

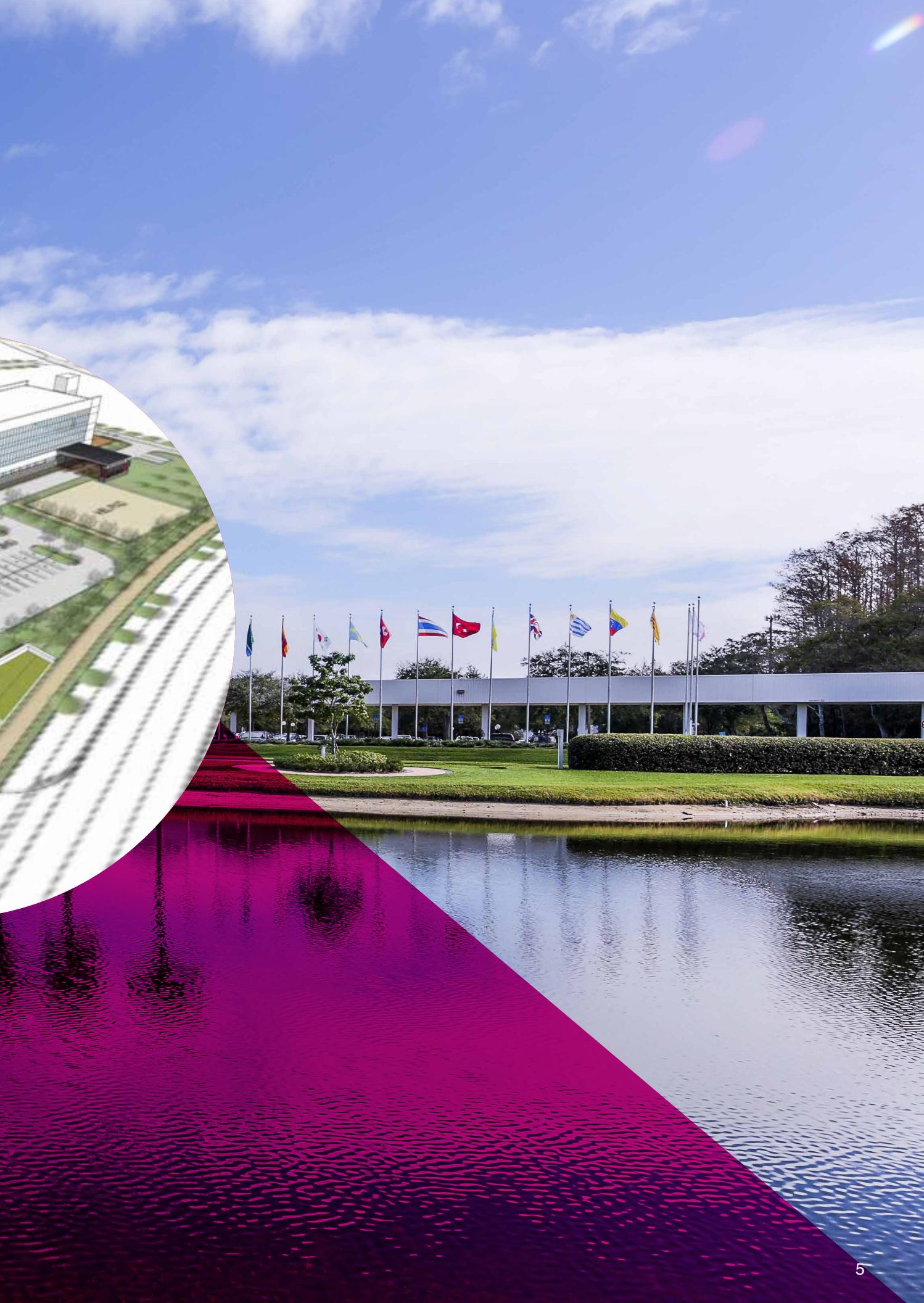
Total acres

2,000,000

Square foot retail component

2,000

Multifamily units





120
acres

SunRail onsite

HQ2.O Site Strategy

Our proposed site strategy for Amazon HQ2.O consists of:

- 120 acres in a contiguous assemblage reaching out in a half-mile radius from the Tupperware SunRail station
- Direct access to the SunRail line
- Greenfield opportunity that may be in both Osceola and Orange Counties, or exclusively within Osceola County
- All utilities are either in place or are under construction to be available by year-end 2017

The entire Osceola Corporate Center is located within a half mile of the Tupperware SunRail station, is classified as transportation-oriented development and seeks pedestrian-friendly/bicycle-friendly development with green space and high-density mixed uses to support the rail system. The Osceola County holdings are included within the OCC Planned Development, and the Orange County holdings are included within the Tupperware Heights Planned Development.

The initial 500,000 sq. ft. of development would be situated immediately adjacent to the SunRail station, and consists of two possible 16-acre tracts. Tupperware would provide Amazon with input on the development of any additional remaining properties in the Tupperware project, including preferential uses.

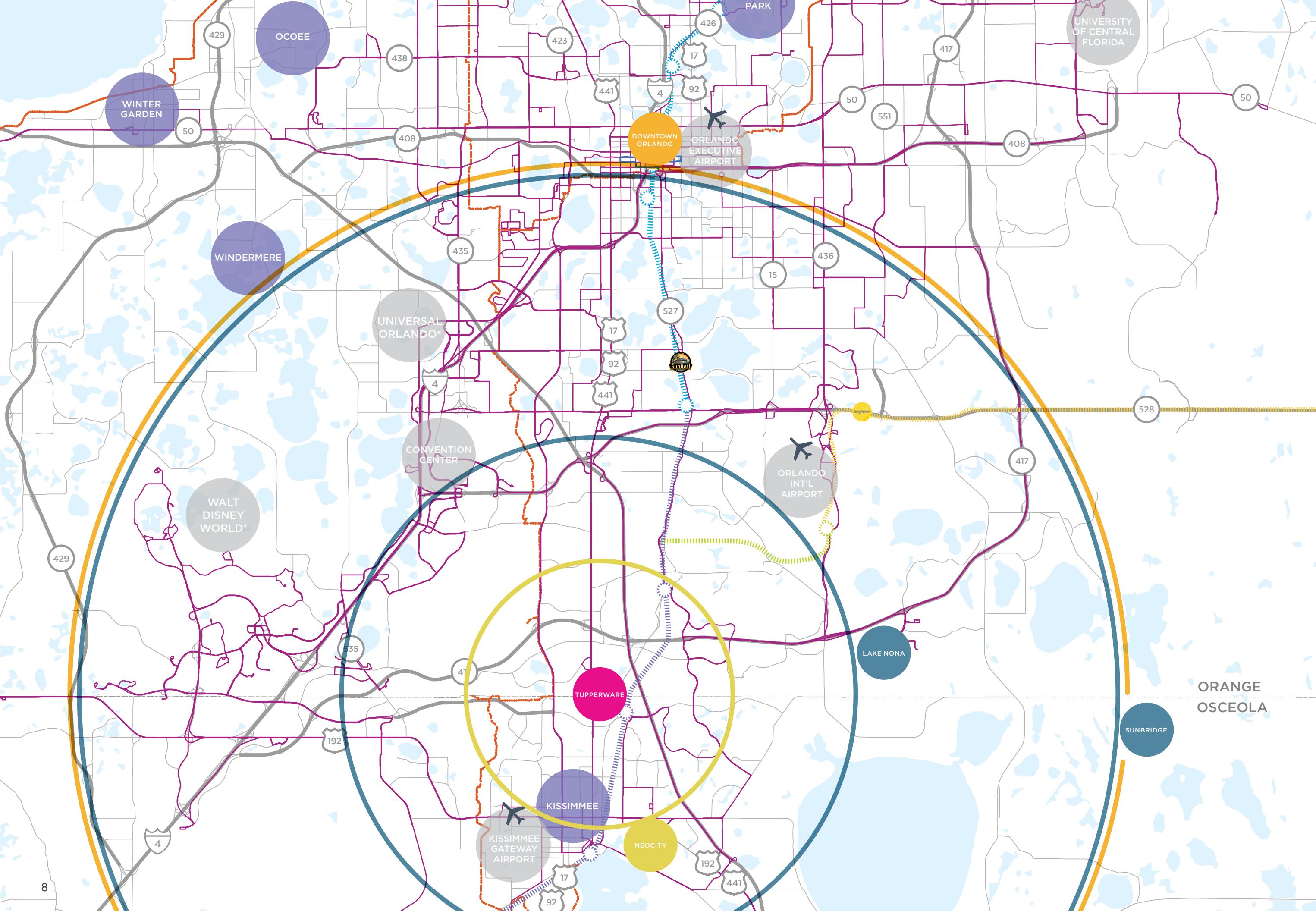
Entitlements

Tupperware's OCC Planned Development in Osceola County contains a mixture of retail, office, multi-family residential and hotel uses. Currently there are 1,594,320 sq. ft. of office entitlement remaining and 380 hotel rooms. Tupperware is in the process of amending its PD with Osceola County to allow for significant additional amounts of office development. The required amendment is minor, and is expected to be approved by the Osceola County Board of County Commissioners by year-end 2017.

The Tupperware Heights Planned Development in Orange County contains a mixture of 966,975 sq. ft. of commercial and 200 multi-family residential units. Tupperware is confident that an increase in density, should it be needed, would be favorably received by Orange County Commissioners to accommodate Amazon's needs and achievable within a one-year period.

Total current entitlements across the site (both Osceola and Orange portions) are: 2.5 million sq. ft. of office space, 200 multifamily units and 380 hotel rooms. Total anticipated entitlements are: eight million+ sq. ft. of office space.

Studies: Various phase one environmental, geotechnical, archaeological and environmental tests have been completed on the property with no concerns noted. Copies of these studies can be provided upon request.



5
Miles to NeoCity

10
Miles to Lake Nona

14
Miles to Sunbridge

20
Miles to Downtown Orlando

Location

TRANSPORTATION

The Art of Getting Around



Air

Tupperware's property is 15 minutes from the Orlando International Airport by car. A helipad, including roof-top, would be possible at the site. Orlando Health will have a helipad at its adjacent site. Kissimmee Gateway Airport is six miles from the site and provides general aviation air service 24 hours a day with two paved airport runways (5,000 and 6,000 feet). Three fixed-base operators are located on the airport property.

Highway Access

The Osceola Corporate Center has superb access, with major roads and highways intersecting at or near the site. For employees who drive to work, there would be adequate capacity for Amazon to accommodate its employee parking. Parking structures are permitted and encouraged, provided that they are attractive and not fronting the roads. The height of parking structures is unlimited in Osceola County and is limited to 80 feet in Orange County. The following roadways intersect around the site.

- Osceola Parkway, a four-lane east-west corridor passing through the heart of OCC (and adjacent to the site) and leading from Florida's Turnpike to Interstate 4 and to the Disney Theme Parks just beyond (55,000+ vehicle count)
- Florida's Turnpike, a mere half-mile distance from OCC's eastern border, providing north-south access through the state
- The Central Florida GreeneWay (State Road 417), a beltway toll road system providing access not only to the Orlando International Airport, but to all points on the eastern half of the Orlando metropolitan area
- Orange Blossom Trail (U.S. Highway 441), a six-lane north-south surface street within OCC (adjacent to the site) and reaching downtown Orlando (33,000+ vehicle count)
- John Young Parkway a six-lane north-south surface street within OCC (and one mile from the site) that reaches downtown Orlando (33,000+ vehicle count)
- Orange Avenue, a four-lane north-south surface street within OCC (and in the middle of the site), reaching downtown Orlando (25,000+ vehicle count)

Trails

Sidewalks are currently in place along Orange Blossom Trail and West Osceola Parkway. In advance of the new SunRail station, FDOT conducted a multimodal mobility assessment of the site. Improving the pedestrian and bicycle infrastructure around the OCC site has already been identified as very high priority and could be expedited for Amazon.

Mass Transit

On OCC property at its eastern edge is the new SunRail commuter line, a 61-mile commuter rail serving the Orlando area, with an eventual connector line to Orlando International Airport to be served by a four-platform rail hub nearing completion on the south end of the airport. This airport connection station is expected to be one SunRail station north of the Tupperware station. The Tupperware station currently under construction is expected to begin service in Summer 2018. In addition, the public access road servicing the Tupperware SunRail station, known as Orange Avenue, is currently under reconstruction by Tupperware for a half-mile distance from Osceola Parkway to the Orange-Osceola county line and will be completed as a four-lane divided highway by year-end 2017. Tupperware is willing to share station naming rights with Amazon.



LIFESTYLE

Live. Shop. Thrive. Explore.

Housing

A variety of housing options exists within a 15-minute drive from Tupperware, including the Town of Celebration, Hunter's Creek and the Lake Nona community. Within OCC, there are approximately 1,600 apartments with an additional 1,000 units planned, which may include active adult and either condominiums and/or townhomes. Tupperware would be prepared to give Amazon rights to participate in location and design.

Shopping

The opportunities for shopping at the nearby Loop Shopping Center and Crosslands Shopping Center abound, which contain more than 1.25 million square feet of retail development. Numerous grocery stores are present in the area, as well as a variety of restaurants. The property is eight miles away from Walt Disney World Resort and 17 miles from Universal Studios Orlando and SeaWorld Orlando. The property is also within a 30-minute drive from the Mall of Millenia and the Florida Mall, two of the country's best performing malls.

Healthcare

Construction has begun on the Orlando Health facility, which will consist of a freestanding emergency department, an outpatient surgery center, and 80,000 square feet of medical office and diagnostic facilities, with the possibility of further expansion. This facility is immediately adjacent to the site. In addition to Orlando Health, there are urgent care facilities in the OCC project and two major hospitals within three miles of the project.

Recreation

Recreation facilities exist at nearby Walt Disney Wide World of Sports, Austin-Tindall Park (a 115-acre, eight-field soccer park seven miles from the site) and Osceola Heritage Park. Fitness and recreation opportunities are readily available, including the Osceola County Softball Complex (one mile from the site), wilderness preserves, conservation areas and numerous indoor fitness centers. Fitness trails along the wetlands would be possible, and are encouraged, by the counties to enhance the development.

2,600

Apartments complete and underway

1,250,000

Square feet of retail

115

Acres worth of outdoor park space including 8 soccer fields at Austin-Tindall Park

8

Miles from Walt Disney World Resort

UTILITIES

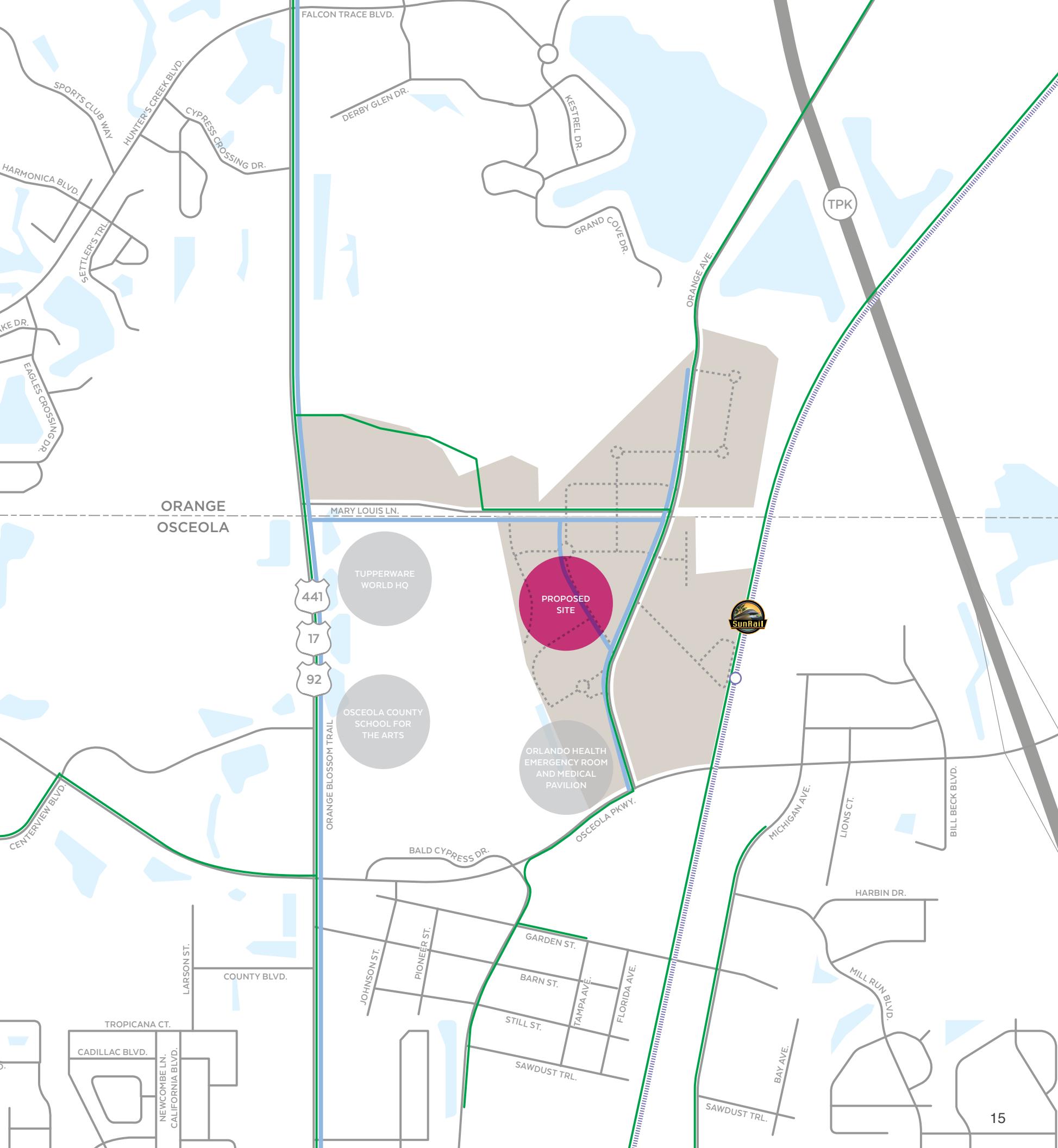
Ready. Set. Build.

The site has or is in the process of installing utilities to serve the development, and it is expected that all services will be available by year-end 2017.

Utility	Provider	Location	Size of Line/Capacity
Water: Osceola	Toho Water Authority	Mary Louise Lane and Orange Avenue	12" and 16" on-site, MDF=1,296,000
Water: Orange	Orange County Utilities	Orange Avenue	16" on-site, ADF=537,500gpd (Additional 12" to be completed by 2018)
Reclaimed Water: Osceola	Toho Water Authority	Orange Avenue	12" and 8" on-site
Reclaimed Water: Orange	Orange County Utilities and South	at Orange Blossom Trail approximately 500ft north of the intersection with SR 417 or along South Orange Avenue in the vicinity of East Town Center Boulevard	allow on-site wells for reclaim service for irrigation purposes as needed, additional demands can be provided from the 16" reclaimed main in the utility easement or 12" reclaimed main, ADF=144,000gpd
Sewer: Osceola	Toho Water Authority	Orange Avenue	8" and 15" gravity systems and an 8" force main, MDF=1,440,000
Sewer: Orange	Orange County Utilities provides sewer services through an interlocal agreement with Toho Water Authority	Orange Avenue and Orange Blossom Trail	8" force mains, ADF=430,000gpd
Electric: Osceola	Kissimmee Utility Authority	Orange Avenue	underground service, 5MW with redundancy
Electric: Orange	Duke Energy	Mary Louise Lane & Orange Avenue	above ground facilities, 4MW with redundancy
Fiber: Osceola	CenturyLink, Spectrum, Level 3, Zayo	Orange Avenue, Orange Blossom Trail, South Orange Avenue and East Osceola Parkway	
Fiber: Orange	Spectrum	Railroad Tracks and Mary Louise Lane	

Legend

- EXPRESSWAY + HIGHWAY
- LOCAL THOROUGHFARE
- SUNRAIL PHASE II
- POTABLE WATER MAIN
- FIBER CONNECTIVITY
- PROPOSED SITE
- POINTS OF INTEREST



Economics

Site	Program Name	Program Type (Tax Credit, Refund, Etc.)	Program Description	Estimated Award Amount	Eligibility Requirements	Funding Source	Is the award refundable or	Do any carry-forwards apply?	Approval Timeline	Does the program require legislation?	Are there potential clawbacks?	Benefit Timeline
Tupperware	FREE OR DISCOUNTED LAND	Real Estate Incentive	Headquartered in Osceola County, Tupperware Brands Corporation wholly owns a 120-acre site that is being proposed for Amazon HQ2 project. Tupperware's property is generally offered at an average price of \$750,000 per acre in the transportation-oriented development area, but for this project it is offered at an initial price for the first ten acres of development at \$1 per acre, with the remaining 110 acres at a uniform \$550,000 per acre.	\$29,499,990	Approved	Tupperware Brands Corporation	No	No	No additional approval necessary.	No	No	The duration of the project
Tupperware	PROPERTY TAX ABATEMENT	Tax Exemption	The 120-acre site straddles the county line between Orange and Osceola counties, with approximately 42% of the land in Orange County and 58% in Osceola. Both Orange and Osceola counties offer tax abatement programs: Orange County is prepared to offer a 100% tax abatement of the County general revenue millage (currently 4.4347) over 10 years on real and tangible personal property related to the project. This incentive would be available for each building phase. Osceola County is prepared to offer a 100% tax abatement of the county general revenue millage (currently 7.1997) over 10 years on real and tangible personal property related to the project. This incentive would be available for each building phase. Abatement is applicable to new construction, renovations and FF&E. Taxes on land and existing buildings cannot be abated. The estimated value below is calculated using the median of the capital investment range for each of the first three phases (\$450,000,000 \$930,000,000 \$1,622,500,000). This value estimate is based on assumptions of investment allocation percentage-wise between the two counties.	Orange County \$55,923,784 Osceola County \$116,677,150 Total Property Tax savings: \$172,600,934 over 10 years for each building phase	Orange County: To be eligible for the 100% abatement for 10 years, the company must create at least 1,000 new jobs at 200% of the average wage and a capital investment of over \$50,000,000. The company must complete the application prior to breaking ground on construction. Abatement must be approved prior to new property being added to the tax rolls. Orange County Property Appraiser will conduct analysis and submit report as part of the application process. There will also be a public hearing prior to the Board of County Commissioners approval of a tax abatement agreement. Annual reporting will be required. Osceola County: The exemption will apply to improvements that are made or tangible property that is acquired after the effective date of an "Implementing Ordinance" adopted by the Board of County Commissioners. Application must be approved prior to the program expiring in 2020. The Osceola County Property Appraiser will conduct an analysis and submit a report as part of the application process. The company will be required to commence the creation of full-time jobs within the period of the exemption and to maintain any newly filled jobs for its facility in the County at a minimum through the expiration of the exemption granted by the Board. Annual reporting will be required. Each business granted an exemption shall maintain the business throughout the entire period of the exemption.	Osceola County Government, Orange County Government	No	No	30-90 days	No	If it is determined that a Business was not in fact entitled to an Exemption in any year for which the Business received an exemption	10 years for each building phase
Tupperware	EXPEDITED PERMITTING	Infrastructure Development	Osceola County will expedite permitting to include hiring of a dedicated permitting and inspection team for all phases of the project. Anticipated permits approval time in as little as 5 days. Orange County will expedite permitting, assign a point person to coordinate permits, the planning process, and meetings prior to submitting permits.	TBD	This support will be available for Amazon HQ2 project assuming the selection of sites within Osceola County.	Osceola County Government, Orange County Government	No	N/A	Immediate upon site selection	No	No	The duration of the project
Tupperware		Infrastructure and development support	Certain parcels of the Tupperware property located in Osceola County are classified as transportation-oriented development property and, as such, are entitled to a 50% rate in mobility fees. The exact amount of the fees that can be offset will depend on how much of the Amazon HQ2 project's development is located in the specific TOD parcels. Orange County is willing to consider a way to offset the transportation impact fees applicable to each building phase.	TBD	This would be available for the location of the Amazon HQ2 project on specific TOD parcels within the Tupperware development in Osceola County. Unincorporated Orange County may require approval by the Orange County Board of County Commissioners.	Osceola County Government, Orange County Government	No	N/A	Osceola County TBD / Orange County, between 30-90 days	No	No	The duration of the project
Tupperware	ELECTRICITY FEES REDUCTION	Utilities	Kissimmee Utility Authority (KUA) and Duke Energy serve the proposed site. KUA can offer a discounted tier rate on all usage above 5 megawatts.	TBD	Based on the project parameters provided, KUA feels confident on their ability to provide a rate reduction program.	Kissimmee Utility Authority	No	N/A	N/A	No	N/A	The duration of the project



Site	Program Name	Program Type (Tax Credit, Refund, Etc.)	Program Description	Estimated Award Amount	Eligibility Requirements	Funding Source	Is the award refundable or	Do any carry-forwards apply?	Approval Timeline	Does the program require legislation?	Are there potential clawbacks?	Benefit Timeline
Tupperware	WATER IMPACT FEES REDUCTION OR DEFERMENT	Utilities	This site is served by Toho Water Authority and Orange County Utilities. Toho Water is prepared to offer a deferred payment plan of water and wastewater impact fees by paying over a ten-year period. Orange County is prepared to discuss ways to offset the water connection or permitting fees.	TBD	Orange County's fees assistance may require approval by the Orange County Board of County Commissioners. Toho: Currently part of the TWA's policy for paying site development cost.	Orange County, Toho Water Authority	No	N/A	N/A	No	No	Osceola County: 10 years
Tupperware	RELOCATION SUPPORT	Grant	Osceola County will create a \$2,000,000 fund from which Osceola County officials may draw to assist with relocation expenses of Amazon's full-time employees who relocate to Osceola County in relation to the HQ2 project and meet or exceed 200% of the county's average wage. This will be created specifically for the Amazon HQ2 project to allow maximum flexibility on the way in which the funds may be utilized.	Up to \$2,000,000	Employees' wage must meet or exceed 200% of the County's average wage. Employees must establish primary residence within Osceola County. Additional details can be discussed or negotiated after a site selection is made.	Osceola County	No	N/A	30 days	No	Program details have not been stipulated	The duration of the project
Tupperware	NAMING RIGHTS	Branding	Tupperware has provided station enhancements and enjoys the station naming privilege for a seven-year period, which it would be willing to transfer to Amazon upon the commencement of Amazon operations. Tupperware has 5 consecutive additional 7-year naming rights periods for \$50,000 payments (35 years in total for \$350,000) which may be transferred to Amazon. Private road naming rights would also be available in the project.	Up to \$350,000	Subject to negotiation.	Tupperware Brands Corporation	No	N/A	N/A	No	No	Up to 35 years
Tupperware	TRANSPORTATION INFRASTRUCTURE IMPROVEMENTS	Transportation	If any site in unincorporated Orange County has additional transportation infrastructure needs that have already been outlined in the region's Infrastructure Improvement Plan, Orange County is willing to prioritize this improvement to meet Amazon HQ2 project's timelines.	TBD	TBD. May require approval by the Orange County Board of Commissioners.	Orange County	No	N/A	N/A	No	No	TBD
Tupperware	NEW MARKETS TAX CREDIT (NMTC)	Tax Credit	The Osceola County portion of the proposed Tupperware site is in a "qualified" area for the NMTC. NMTC investors receive a tax credit equal to 39 % of the total Qualified Equity Investment made in a Community Development Entity with the Credit realized over a seven-year period, amounting to 5 % annually for the first three years and 6 % in years four through seven. If an investor redeems the NMTC investment before the seven-year term has run its course, all Credits will be recaptured with interest.	TBD		Federal Government						

Project Preferences	
Metropolitan area with more than one million people	✓ The Orlando MSA is one of the fastest growing regions in the country, and is currently home to more than 2.3 million people. Osceola County currently has 325,300 residents and Orange County has 1.3 million.
Stable, friendly business environment	✓ Florida is ranked the 4th best tax climate in the nation, with no state income tax. Florida maintains a balanced budget, and local governments are among the most business friendly counties in the state.
Urban, suburban location that can attract technical talent	✓ Tupperware's site, located within a 1,300-acre mixed use development called the Osceola Corporate Center, is adjacent to Tupperware's global headquarters. The location is in a suburban area with multiple transportation options, is walkable, and already has amenities desirable to top talent.
Community that thinks big, creatively	✓ The site straddles Osceola County and Orange County, both have a reputation of thinking big and getting business done.
Development-prepped site	✓ Yes
Site Requirements	
Proximity to population center within 30 miles	✓ 20 miles to Downtown Orlando; 4 miles to Kissimmee
Proximity to international airport within 45 minutes	✓ 23 minutes to Orlando International Airport (MCO)
Proximity to major highways, arterial roads	✓ Multiple transportation networks are in place, including SunRail stop on site. North/South corridors Orange Avenue (25,000+ vehicle count) and Orange Blossom Trail (US Hwy 441, 33,000+ vehicle count) are adjacent to the site. John Young Parkway (33,000+ vehicle count) is one mile away. East-west corridor Osceola Parkway (55,000+ vehicle count) is adjacent to the site and Florida's Turnpike is 1/2 mile from the site.
Access to mass transit	✓ There is a SunRail station on-site.
Building Requirements	
Initial requirement of 500,000+ SF in Phase 1 (2019)	✓ Tupperware can easily accommodate Phase 1 in the required timeframe.

HQ2.O Compatibility

Total requirement of 8+ million SF (beyond 2027)	✓	Tupperware can accommodate 8 million+ square feet.
Site Details		
Ownership	✓	Tupperware Brands Corporation
Acreage	✓	129
Entitlements	✓	2,439,295 sq.ft. today. PD being amended to accommodate 8,000,000+ sq.ft
Zoning	✓	Transportation Oriented Development (T.O.D.) and Commercial
Site readiness/Time to operations	✓	Several parcels are ready to go; some parcels need fill.
Studies completed	✓	Geotechnical Report, Cultural Resource Assessment Survey, Phase 1 Environmental Reports, Ecological Assessment Report
Utility structure in place	✓	Yes
Water	✓	Provider – Toho Water Authority Location – Mary Louise Lane and Orange Avenue Existing line – 12" and 16" Current capacity – 1,296,000 MDF Reclaimed water – 12" and 8" on-site Incentives – outlined within regional section
Sewer	✓	Provider – Toho Water Authority Location – Orange Avenue Existing line – 8" and 15" gravity systems and 8" force main Current capacity – 1,400,000 MDF Incentives – outlined within regional section
Electric	✓	Provider – Kissimmee Utility Authority Location – Orange Avenue Existing line – underground service Current capacity – 5MW with redundancy Incentives – outlined within regional section
Fiber	✓	Providers and Locations – CenturyLink (Orange Avenue) and Spectrum (Orange Blossom Trail)
Internet	✓	Providers and Locations – CenturyLink (Orange Avenue) and Spectrum (Orange Blossom Trail)
Cell Coverage	✓	Yes
Pedestrian-friendly	✓	With on-site SunRail station, Tupperware locations are easily walkable.
Proximity of overall buildings at full build-out	✓	Less than .5 miles
Additional Considerations, Preferences, Decision Drivers		
Capital and Operating costs	✓	Significant site discount
Incentives	✓	Incentives available at State, Regional and County levels. Tupperware incentives include naming rights of on-site SunRail station and private roads.
Labor force	✓	Osceola County is the 18th fastest growing county in the U.S., with a focus on building, attracting and retaining professional and high-tech talent. A labor pool of 90,000+ is within a 15-minute drive of Tupperware.
Cultural community fit	✓	Both Osceola and Orange County have progressive leadership who are committed to smart development initiatives that enhance the region.
Community/Quality of life	✓	The site is pedestrian and bicycle-friendly. Adjacent to the site are wetlands, and fitness and recreational walkways/trails along the wetlands would be possible and are encouraged to enhance the developments. Sports and recreation amenities are nearby.
Sustainability	✓	Tupperware and county government are dedicated to preserving natural land and water resources for future generations to enjoy.

